

UNHCR
The UN Refugee Agency
United Kingdom for UNHCR

2025 ANNUAL REPORT

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Front cover: Hawa is a keen student, loves biology and wants to become a doctor but her education is under threat following humanitarian funding cuts. A Sudanese refugee, she was born in eastern Chad after her parents fled war in Darfur, Sudan in 2004. © UNHCR/Ala Kheir

Inside cover: Pascal, a Burundian refugee and alumnus of UNHCR's tertiary education scholarship programme (DAFI) works as a teacher with displaced children in Rwanda. In 2025, UK for UNHCR continued to raise funds for DAFI scholarships. © UNHCR/Eric Didier Karinganire



In November, our Chair, Charlotte Boyle, and CEO Emma Cherniavsky met with Rakan (second from right) in Syria. After years as refugees in Lebanon, Rakan and his family have returned to rebuild their lives with support from UNHCR. Now Rakan employs one person, Mohammed (far left), has purchased equipment for his new bakery and can pay school expenses for his children. © UNHCR

Chair and CEO report

2025 was a year of continued crisis and new turmoil as aid cuts swept across the humanitarian sector.

Entrenched conflicts such as Ukraine, Sudan, the Democratic Republic of the Congo and Myanmar raged on. Tragically, more than 117 million people remained displaced worldwide due to conflict and persecution.

This report shows that UK supporters and partners responded compassionately to these challenges. Their generosity enabled UK for UNHCR to fund £15.3 million of humanitarian assistance worldwide during the year.

With this support, UNHCR could be wherever the need was greatest for displaced people, from immediate relief in emergencies, to longer-term support and systemic change for refugees and their host communities.

In Myanmar and Afghanistan, for example, UNHCR helped earthquake survivors with emergency shelters and relief items. In Syria, as refugee returns gathered pace, UNHCR delivered cash assistance, helping the most vulnerable families rebuild their lives after years in exile.

In Kenya, UNHCR welcomed new policies to phase out camp confinement, allowing refugees to integrate. The positive impact of inclusive policies on current and future generations is very significant.

Our campaigns in the UK worked to counter misinformation and build public empathy with the experience of refugees around the world, delivering measurable attitude shifts for those who engaged with them. These examples of our work remind us that conflicts do end, that policies can evolve and that hope can be restored.

Global funding crisis

We are immensely concerned by the devastating aid cuts made by governments since 2025. They have sent shock waves through many war-torn or conflict-adjacent communities left without financial support. Cutting lifelines so drastically, and at such a pace, fuels instability in fragile regions and host countries. It multiplies the risk of conflict, forcing more people to seek safety through dangerous journeys.

By mid December 2025, UNHCR's funding was 29% (USD1.43 billion) less than the previous year. Its budget fell to levels last seen a decade ago, despite global displacement having doubled in that time. Offices were closed or merged, and more than 5,200 staff posts (26% of the workforce) were eliminated.

But the commitment to respond is undiminished. UNHCR continues to lead the global response for refugee protection, focusing available resources on the most urgent and lifesaving need. We are enormously grateful to donors across the UK for stepping forward to help this vital work continue in more than 128 countries and territories.

Delivering solutions

Refugees do not have the luxury of losing hope and neither must we. Our resolve to keep vital services operating has never been stronger, whilst we adapt to new challenges and innovate to empower refugees to rebuild their lives.

With operational expertise and political reach, UNHCR is leading this change whilst delivering at scale. Almost 90% of staff remain based in the field, working with local partners and refugee communities to deliver services and a sustainable response.

We are developing new ways of working, like deploying financial technologies which deliver aid to the most vulnerable quickly and effectively, slashing transaction fees and increasing transparency. We welcome the support of UK private sector partners and philanthropists to enable more innovation.

Advocacy and awareness

The principles of the UN Refugee Convention are under pressure amidst an increasingly febrile environment for many refugees and asylum seekers.

We continue to stand alongside communities and charities to counter hostility and misinformation about refugees, and campaign with lived experience advocates to build public empathy and awareness of global refugee crises.

In 2025, we grew our online supporter base to 94,000 followers (up 19%) and generated more than 1,260 earned media placements to support these charitable objectives.

Our thanks

Our heartfelt gratitude to UK donors and partners for being part of our mission to help displaced people rebuild their lives, and to those who mobilise their networks or share their personal lived experience so generously to help us advocate.

Thank you to our staff for their tireless efforts to galvanise nationwide support, and our UNHCR colleagues across the world who protect displaced people night and day.

Peace is still robbed from so many across the globe, but the solidarity of our supporters allows UK for UNHCR to drive change and strive for a world where all people fleeing conflict and persecution can build a better future.



Charlotte Boyle
Chair of the Board



Emma Cherniavsky
CEO

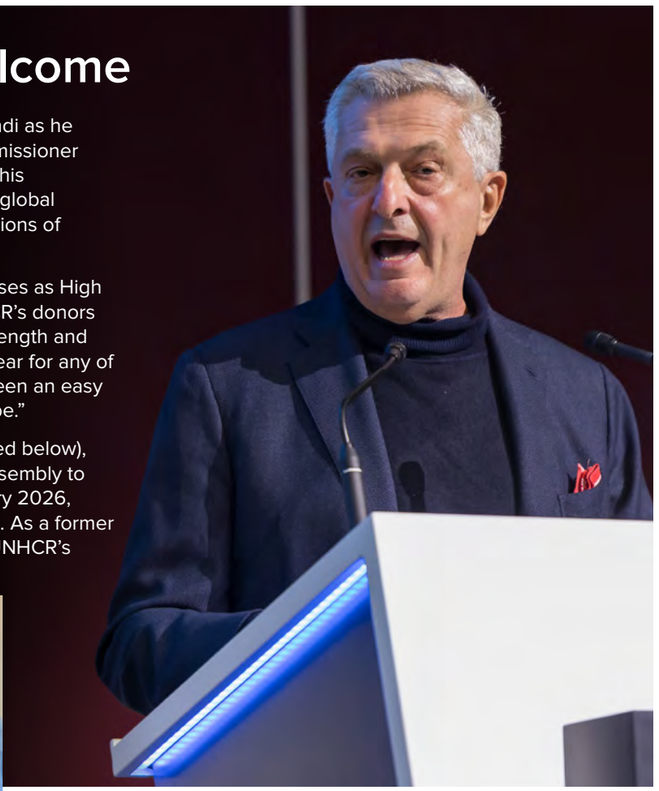
Thank you and welcome

We extend our sincere thanks to Filippo Grandi as he concludes his 10-year term as UN High Commissioner for Refugees. Amidst growing displacement, his compassionate leadership shaped UNHCR's global response and mobilised support, helping millions of displaced people to rebuild their lives.

In December 2025, in one of his final addresses as High Commissioner, Filippo Grandi thanked UNHCR's donors and supporters: "Thank you for giving me strength and inspiration... This certainly was not an easy year for any of us. But remember, please: there has never been an easy year to be a refugee — and there will never be."

We warmly welcome Dr Barham Salih (pictured below), who has been elected by the UN General Assembly to take over as High Commissioner from January 2026, having previously served as president of Iraq. As a former refugee, he understands the importance of UNHCR's mandate first-hand.





Dr Barham Salih visited Kenya during the first few weeks of his new role. He met with students at The Big Heart Foundation Secondary School, which is supported by UNHCR and offers access to secondary education for refugees and girls from the surrounding host community. © UNHCR/Charity Nzomo

Our five-year strategy



Ahmed, a Syrian refugee from Raqqa, has built a flourishing business in Azraq refugee camp, which is home to almost 36,000 Syrian refugees and managed by UNHCR, in conjunction with the Jordanian government.

Our vision

A world where every person forced to flee can build a better future.

Our mission

We build solidarity and raise funds for refugees worldwide by:

- creating a platform for the UK community to take action
- sharing refugee stories to raise awareness and inspire the UK public
- building partnerships that mobilise support for refugees.

Our strategic priorities

Partnerships

Sustainability

Engagement

Innovation

Inclusion

Our current strategy's long-term aspirations:

- Our donors and partners donate £27 million a year in sustainable income.
- 450,000 supporters are connected to our work through meaningful, measurable engagements.
- We are the charity of choice for people in the UK who want to stand with the global refugee cause.
- Our team is effective, agile and diverse, and our organisation includes the voices of refugees in all that we do.
- We deploy at least 75% of funds raised to support UNHCR's global relief work for refugees and displaced people.

Given the significant upheaval in our operating environment — economically, financially and geopolitically — our target outcomes will be reviewed in 2026 as part of the next five-year cycle of our strategy to run from 2027–2031.

As outlined in the Chair and CEO introduction, 2025 was a year of challenge and we doubled down on our top strategic priorities.

With UNHCR facing a significant shift in its funding structure, the support of our UK donors and partners became an even more vital lifeline for refugees and displaced people worldwide.

Using real-time data, we made difficult decisions to review and reshape certain programmes in the charity, ensuring we maximise resources on areas that will have the greatest long-term impact for refugees.

Our overarching drivers remain that we strive for partnerships with transformative impact, grow our organisation sustainably, reach new audiences and innovate.

Our goals for 2025: a review

1. **Sustainable income** – recruit supporters loyal to the cause, who become regular donors to ensure UNHCR can respond whenever needed.	Almost 1,000 supporters made a commitment to refugees by signing up to donate a regular gift. They join many other individuals and partners who have donated multiple times to help UNHCR respond.	Pages 16–17
2. **Long-term solutions** – deliver partnerships and innovation that help break the cycle of long-term displacement.	Companies, philanthropists and foundations have demonstrated a deep commitment to long-term impact, benefitting thousands of people around the world.	Pages 14–15
3. **Emergency support** – maintain preparedness to help UNHCR respond to emergencies.	Our supporters gave generously to winter, Ramadan and *Refugee Ribbon* appeals, as well emergency appeals for Sudan, Myanmar and Afghanistan, and made Gifts in Wills pledges.	Page 13
4. **Public advocacy** – raise awareness of global refugee crises and promote inclusion for people who have been displaced.	Through campaigns and partnerships, we secured more than 1,260 media articles and grew our social media following to 94,000 supporters (up 19%).	Pages 20–22
5. **People and skills** – continue to foster an inclusive and supportive work culture, with professional development to help every role reach its potential.	We launched a new three-year People & Learning strategy to support staff and organisational objectives. Our engagement and ED&I surveys showed strong results.	Page 24
6. **Productivity and collaboration** – with the data and expertise in place, facilitate even closer collaboration between teams to drive growth.	Through the use of AI, a focus on automation and real time data, teams committed to efficient use of resources and collaboration. This is a commitment that extends into 2026 and beyond.	Page 25

Host community member, Maimouna, waters plants at a community project which brings together refugees and the host community in Farchana, eastern Chad. UNHCR is supporting the government of Chad to relocate refugees from Sudan away from the border to safer areas such as Farchana, and to ensure access to protection services, water, shelter, food and medicine. © UNHCR/Ala Kheir



Key facts in 2025

Global trends*

117.3m people displaced globally by conflict and persecution

28,600 refugees were resettled in the first 6 months of 2025

2.2m displaced people able to return home

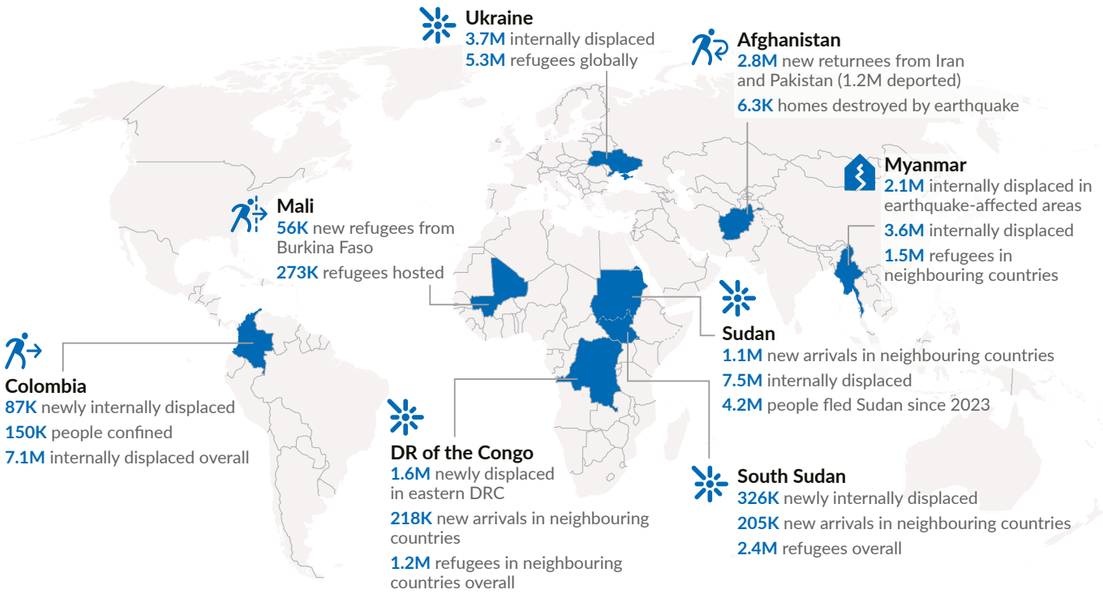
71% of refugees are hosted by low and middle income countries

Relief highlights

128 countries and territories in which UNHCR is present and undertakes action

90% of all UNHCR staff are based in the field, supporting refugees, often in hazardous locations

Impact of new emergencies and major protracted crises in 2025



Emergency response

UNHCR supplied 1.8 million emergency items from global stockpiles in 2025 to serve up to **2 million people**. This is on top of the emergency supplies deployed from local warehouses and stockpiles and includes:

462,000 sleeping mats

125,000 solar lamps

136,000 kitchen sets

9,000 family tents

Ongoing care and protection*

Wellbeing and basic needs 2 million people received cash assistance (99 countries)

Overall protection 8.08 million people received protection services (143 countries)

Healthy lives 6 million individual consultations in UNHCR supported healthcare services (59 countries)

Safety and access to justice 669,700 people received legal assistance (105 countries)

Sustainable housing and settlements 682,000 people received shelter and housing assistance (61 countries)

Child protection 570,000 children and caregivers received child protection services (73 countries)

UK for UNHCR support

£15.3m international relief operations funded

43,402 active donors across the UK**

94.1k social media followers

Education, solidarity, Refugee Week and winter relief. Some of the themes highlighted through **UK for UNHCR public advocacy.**

Afghanistan, Lebanon, Myanmar, Sudan, Syria, Ukraine. Examples of relief operations **supported by UK for UNHCR.**

*'2025 Mid-Year Trends Report' (released November 2025)

**Individuals who have donated at some point throughout 2025

Building better futures



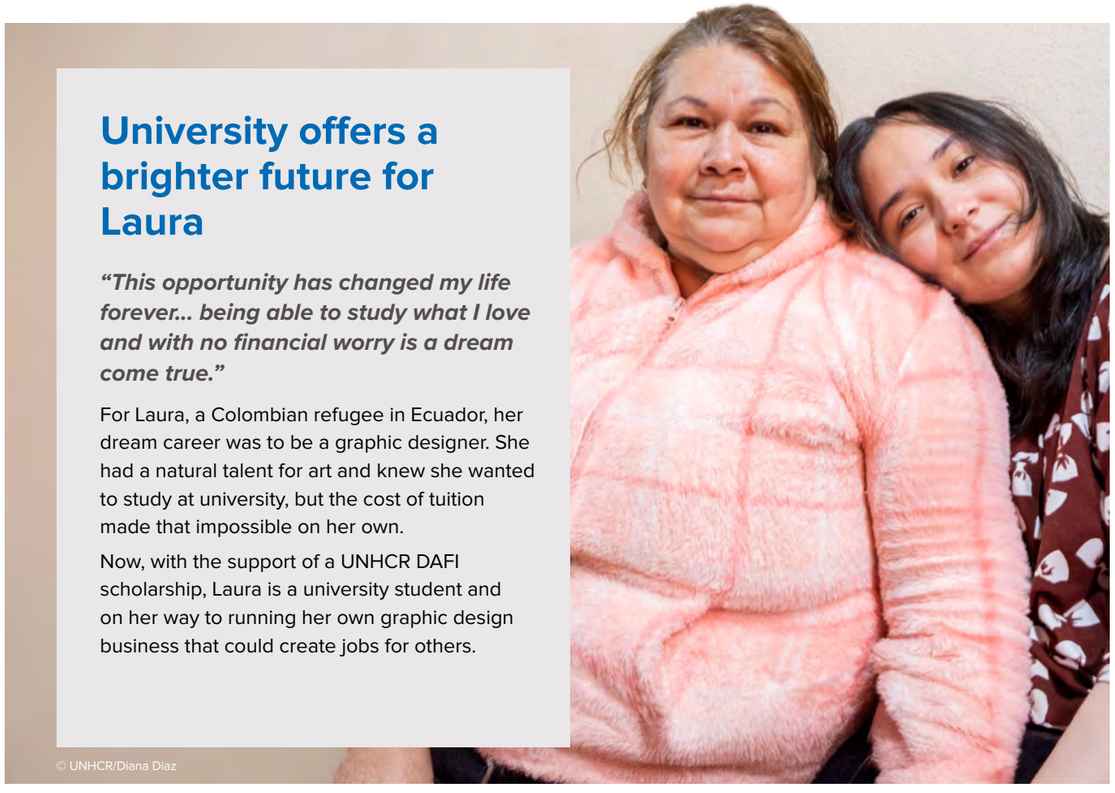
A safe home helps Dina and Vasyl rebuild their lives

"Now, the roof doesn't leak any more — and that already feels like a big thing."

When Dina and Vasyl's apartment in Ukraine's Donetsk region was badly damaged by shelling, they fled to Sofiivka to rebuild their lives. The house they found was difficult to live in. After years of standing empty, the roof leaked and it didn't have gas, electricity or water — but it offered shelter.

The winter in Ukraine is harsh and keeping warm is essential. With the help of partners, UNHCR replaced the roof with new slate and installed new doors, helping to make the new home habitable, particularly during the long winter months.

© UNHCR/Viktoriia Tiutiunnyk



University offers a brighter future for Laura

"This opportunity has changed my life forever... being able to study what I love and with no financial worry is a dream come true."

For Laura, a Colombian refugee in Ecuador, her dream career was to be a graphic designer. She had a natural talent for art and knew she wanted to study at university, but the cost of tuition made that impossible on her own.

Now, with the support of a UNHCR DAFI scholarship, Laura is a university student and on her way to running her own graphic design business that could create jobs for others.

© UNHCR/Diana Diaz



Therapeutic and livelihoods support helps Viaze to rebuild her life

"Sometimes they arrive and don't speak at all. But slowly, when they see they are not alone, they begin to share." Ancila, psychologist

Viaze fled violence in Cabo Delgado, Mozambique whilst pregnant. Traumatised and alone, she found support through a UNHCR-facilitated safe space, where she was supported by Ancila, a psychologist working in UNHCR's mental health and GBV programme.

Viaze (pictured) received individual counselling, took part in group sessions and was referred to a livelihood opportunities course. After completing business skills training, she used a start-up grant to open a small shop from her home. Stocked with everyday essentials, the shop now provides income and stability for Viaze and her son, demonstrating the transformative impact of combining psychosocial care with economic empowerment.

© UNHCR/Isadora Zoni



Refugee foster mother cares for Stephen and his cousins

"I'm grateful to have a foster mother in my life. She is always there for us."

Stephen fled South Sudan with his family at the age of six, walking for four days until they reached Bidibidi refugee settlement in Uganda. Some time later, Stephen was found alone with his two younger cousins. When their neighbour and refugee mother-of-two, Sunday Rose, realised the boys were alone, she stepped in to help. With the support of UNHCR and partners, she trained as a carer and now fosters Stephen and his two cousins.

Through this partnership, Stephen and his cousins receive a monthly cash grant to help meet their basic needs, including food, clothes and school fees.

©UNHCR/Ssozi Mukasa Daniel

Funding impact

UNHCR's global relief work relies almost entirely on donations, contributed by governments and the private sector.

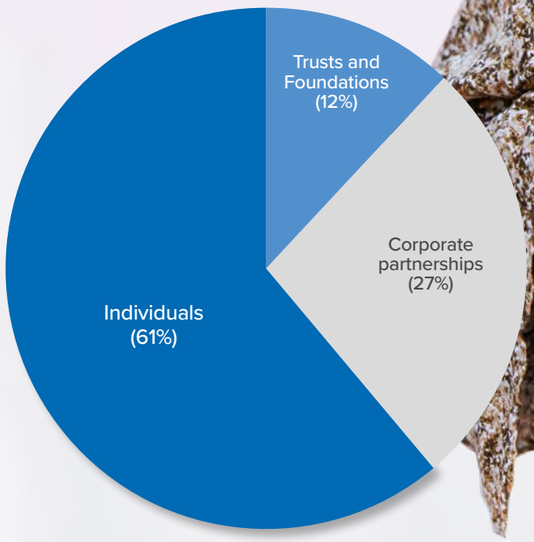
As outlined in the Chair and CEO foreword, governments cut aid drastically in 2025, leaving private sector funding even more critical for the protection of displaced people.

The following pages outline some of the positive impacts made possible thanks to our UK private sector donors and partners in 2025. The charity mobilised financial support in many ways, such as public appeals, philanthropy and corporate partnerships. Many individuals also demonstrated their support by becoming monthly donors or leaving bequests.

To maintain relief programmes, we are urgently seeking more supporters and were encouraged by the generous response to our fundraising activities in 2025.

Our fundraising income

In 2025, we raised £18.7 million through private sector fundraising, including gifts in kind and Gift Aid contributions. Donation sources as follows:



*Includes Gift Aid

Sukara, who fled from her home in Al Geneina, Sudan, says that when she was forced to leave home, the most important things she brought with her were her book and notebook, so she could continue to study. © UNHCR/Ala Kheir

Special appeals

We are incredibly grateful to everyone who supported our special appeals in 2025. As global aid funding cuts impacted programmes, these donations were even more important and helped UNHCR continue to support refugees and displaced people around the world. Examples of our appeals include:



Sudan emergency

Sudan faces the world's largest displacement crisis, with nearly 13 million uprooted since the conflict began in 2023. In October, violence in El Fasher, the capital of North Darfur, forced thousands more to flee. Through digital marketing, press ads and PR, our summer appeal for Sudan raised over £167,000 (including Gift Aid) to support UNHCR's ongoing response.



Winter relief: Ukraine, Afghanistan and Syria crises

The appeal raised over £635,000 (including Gift Aid) in 2025 and by its conclusion at the end of February 2026, had raised an additional £506,000. These funds helped provide support including shelter insulation, thermal blankets and heaters for displaced families. The campaign engaged supporters through email, digital ads, a virtual store, direct mail, and press and public engagement activity (see p22).



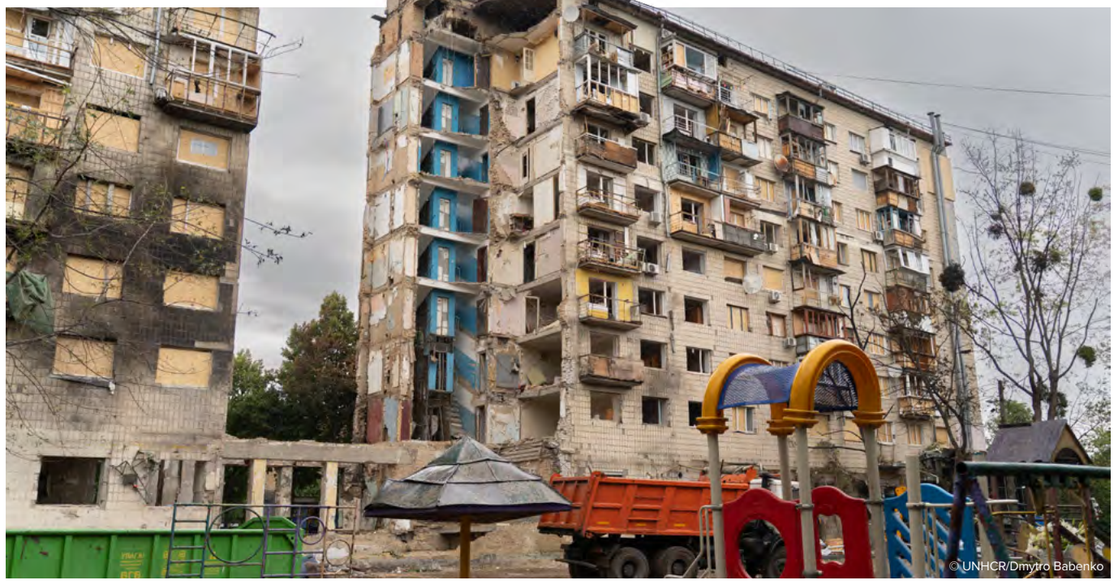
Afghanistan earthquake

Following a devastating 6.0-magnitude earthquake in eastern Afghanistan that killed hundreds of people and destroyed communities, UK for UNHCR launched a new emergency appeal across all our channels. The appeal raised over £66,000 (including Gift Aid) to support UNHCR's relief efforts for survivors.



Refugee Ribbon appeal

Now in its second year, the *Refugee Ribbon* appeal encouraged supporters to wear a blue ribbon in solidarity and raise vital funds for refugees. It raised over £572,000 (including Gift Aid) to support UNHCR to help displaced families worldwide with lifesaving assistance, including shelter, cash for essentials and healthcare.



© UNHCR/Dmytro Babenko

With support from Revolut and its customers, UNHCR delivered lifesaving support to people affected by the war in Ukraine, providing shelter, blankets and protection services for those who most urgently need them.

Partnerships and philanthropy

UK for UNHCR's collaboration with visionary philanthropists, businesses and foundations is vital.

Amid steep funding cuts and continued crises displacing millions of people, partnerships provide critical support. They help UNHCR to deliver innovative lifesaving assistance, while advancing sustainable solutions in education, livelihoods and refugee inclusion. In 2025, our philanthropy and partnership activities raised £8.7 million.

Revolut

In response to escalating needs in Ukraine, Revolut launched the Clear Sky campaign in partnership with UK for UNHCR. The collaboration asked customers to carry hope in their pocket with a limited-edition card, designed by Ukrainian artists, to represent hope for a safe sky above Ukraine, embedding solidarity into everyday transactions.

Clear Sky raised a total of £872,000, including a matched contribution from Revolut of £200,000 to help people displaced by conflict in Ukraine. Revolut's customers have consistently stepped up in response to humanitarian crises, helping to provide shelter, healthcare and emergency relief to displaced families and offering hope in times of crisis.

Band Aid Charitable Trust

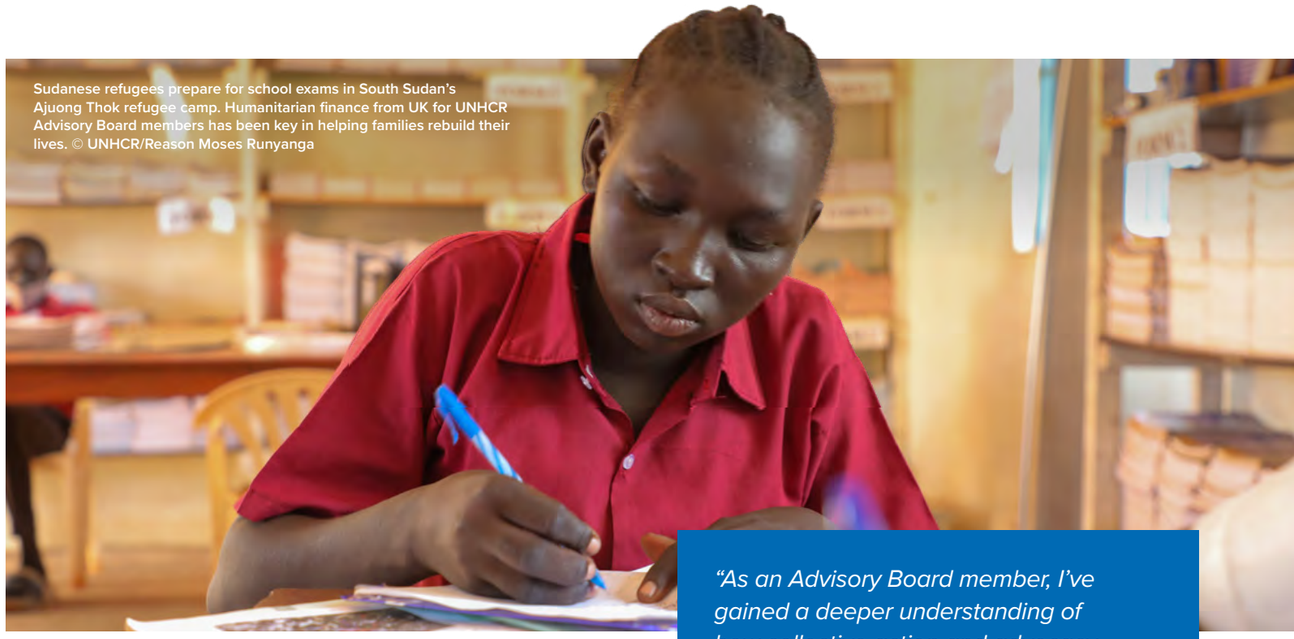
Band Aid Charitable Trust marked a significant milestone in its long-standing partnership with UK for UNHCR by making one of its largest contributions to date to support refugees and host communities in Ethiopia.

The funding supports UNHCR to deliver clean water, sanitation and shelter, and helps families displaced by conflict and climate shocks to access safe living conditions and essential services. Band Aid's support reflects deep commitment, sustained engagement and a shared focus on long-term impact. Through this partnership, thousands of people benefit from improved health, dignity and resilience, demonstrating the transformative power of consistent and trusted humanitarian collaboration.



© UNHCR/Sona Dadi

With Band Aid's support, displaced families in Ethiopia can access safe shelter and clean water, protecting health, improving daily living conditions and supporting recovery after displacement.



Sudanese refugees prepare for school exams in South Sudan's Ajuong Thok refugee camp. Humanitarian finance from UK for UNHCR Advisory Board members has been key in helping families rebuild their lives. © UNHCR/Reason Moses Runyanga

The Advisory Board

In 2025, UK for UNHCR's Advisory Board strengthened its role as a leading platform for philanthropic action on displacement.

Under Vice-Chair Garvin Brown's leadership, the Board welcomed influential members including international art collector Aarti Lohia and hedge fund founder Marcel Jongen, both dedicated philanthropists whose expertise and networks amplify impact for refugees.

A milestone was the Board's first programme visit to Cox's Bazar, Bangladesh — the world's largest refugee camp — deepening members' understanding and advocacy.

This year, the Board mobilised support for urgent crises, including Sudan, the world's largest displacement emergency, and Syria, while championing long-term solutions such as refugee access to higher education. Through DAFI scholarships, which have supported over 27,000 students globally since 1992, the Board is advancing progress toward UNHCR's 2030 goal of 15% enrolment.

High-level convenings and private gatherings hosted by Advisory Board members externally elevated these issues and unlocked collective support from the philanthropic community.

Read more: www.unrefugees.org.uk/advisoryboard

"As an Advisory Board member, I've gained a deeper understanding of how collective action and advocacy can transform lives. Through SP Lohia Foundation, we provide urgent, unrestricted support for Sudan, enabling UNHCR to protect families, provide basics like shelter, water and sanitation and keep children learning—so refugees can rebuild with safety, dignity and hope."



Aarti Lohia
Chair, SP Lohia Foundation
Advisory Board member

Advocacy through art

Following its debut in London, Es Devlin's monumental installation CONGREGATION was presented for the first time in the US at Perelman Performing Arts Center, New York.

Curated by Ekow Eshun and created in partnership with UK for UNHCR, King's College London, The Courtauld and Bloomberg Connects, CONGREGATION featured large-scale chalk and charcoal portraits of 50 Londoners with lived experience of forced displacement, combining projection, architecture and an immersive soundscape to create a space for collective reflection.

Donor impact

The generosity of donors and partners during 2025 helped UNHCR deliver both emergency relief and longer-term solutions such as education, health and sustainable livelihoods for displaced people.

UK - The Storytelling Programme grew to 87 contributors from 27 countries. Storytellers advocate for refugee inclusion by sharing their experiences of forced displacement in talks, media interviews, podcasts and as part of our public engagement campaigns.


© UK for UNHCR

Ukraine - We funded over £1.5 million of relief for the Ukraine response in 2025, including shelter and power generators. This was thanks to individual donors and generous partners, such as the Constance Travis Charitable Trust.


© UNHCR/Dmytro Babenko

Sudan - Thanks to individual donors and our generous partners, such as the Simmons & Simmons Charitable Foundation, we funded over £1.4 million of relief for the Sudan emergency and operation in 2025 including shelter, food, family reunification and identity documentation.


© UNHCR/Mohammed Badar

South Sudan - The States of Guernsey supported UNHCR's emergency response in South Sudan, helping deliver protection and assistance to refugees and internally displaced people. This support enabled UNHCR to reach families with essential services when needs were most acute.


© UNHCR/Philip James Lukudu

Democratic Republic of the Congo - Gifts in Wills' impact continues to help families forced to flee. A supporter's £50,000 gift is one of many legacies that helped deliver critical responses. In DRC and globally, gifts like these can help give refugees shelter, protection and hope.


© UNHCR/Blaise Sanyila


© UNHCR/Socrates Baltagiannis

Poland and Greece - Visa Europe's partnership supported over 2,000 refugees in its first year with job readiness and employment support in Poland and funding for UNHCR's Ready4Business Programme in Greece. These investments enabled refugees to take meaningful steps towards economic self-reliance and integration.

GLOBAL EMERGENCY FUND

UK for UNHCR contributed £5.5 million to UNHCR's emergency response fund, enabling flexibility to respond where the need is greatest.


© UNHCR

Egypt, Algeria and Jordan - Hikma Pharmaceuticals partnered with UNHCR to support 80 scholarships for displaced students through the DAFI Scholarship programme in Egypt, Algeria and Jordan. Through tertiary education, extracurricular activities and career training, refugee scholars can help create a new generation of changemakers.


© UNHCR/Oxygen Media Empire

Myanmar and Afghanistan - We launched emergency appeals to help survivors of devastating earthquakes. Our individual donors and partners, such as the Masonic Charitable Foundation, responded generously to ensure UNHCR teams, many already working in the area, could respond quickly.


© UNHCR/Emrah Gürel

Syria – UK for UNHCR donors helped support refugees returning to Syria and internally displaced people with transportation home, house repairs and legal aid for the replacement of lost identity and property documents.

Special thanks

Thank you to the following partners, their staff and customers for their major support.

We would also like to thank the following for their support:

Our corporate supporters

Adyen
Squarepoint Foundation
Swarovski Foundation
Virgin Atlantic Foundation

Philanthropic partners

Aarti Lohia
Al-karim Nathoo (4C Group)
Band Aid Charitable Trust
Bryan Guinness Charitable Trust
Chris Rokos
Constance Travis Charitable Trust
EA Foundation
Fayyaz and Sarah Chaudhri
Garvin Brown and Steffanie Diamond Brown
Guernsey Overseas Aid
The Heald Charitable Trust
The Jongen Charitable Trust
John Shirley
The Lucid Foundation
Marcel Jongen
Masonic Charitable Foundation
Mathieu Guillemin
The Melbreak Charitable Trust
Michael Johns
Nepheli Rigas
Dr Nitya Mohan Khemka
Nyra Mahmood
Saker Nusseibeh
Seroussi Foundation
ShareGift
SP Lohia Foundation
Stelios Philanthropic Foundation
The Tula Trust
Yulia Rudko & Igor Tikhturov Foundation

We also thank WeWork for generously continuing to support the charity with office space provision.

UNHCR Goodwill Ambassadors and high profile supporters

Through their influence, dedication and hard work, UNHCR's Goodwill Ambassadors and high profile supporters are instrumental in sharing refugees' stories, raising funds and supporting advocacy and public engagement.



Pilot and former Syrian refugee **Maya Ghazal** attended and spoke at public and private events hosted by UK for UNHCR. Sharing her personal story, she challenged stereotypes and brought supporters closer to our cause, taking part in an International Women's Day event and fellow Goodwill Ambassador Tanya Burr's *Read for Refugees*.





Broadcaster **Anita Rani** and actor **Gugu Mbatha-Raw** visited Chad, hearing first-hand from refugees who had escaped the violence in Sudan and witnessing the impact of global humanitarian funding cuts on UNHCR's operations.

Actress and influencer **Tanya Burr** and her book club, Chapter, hosted the first ever *Read for Refugees*, bringing together stories, poetry and refugee voices in support of UK for UNHCR.

We also received support from other UNHCR Goodwill Ambassadors, including actors **Theo James** and **Alfonso Herrera**, author **Khaled Hosseini**, Olympic swimmer and Syrian refugee **Yusra Mardini**, Sudanese-American slam poet **Emi Mahmoud** and UNHCR high-profile supporter, England footballer **Lucy Bronze**.

We are grateful to other high profile individuals, including the artist **Es Devlin**, who continue to support UK for UNHCR through their platforms and influence.



Digital influencers

Digital influencers play a vital role in helping to ensure refugee stories are heard by generously sharing their channels and creativity to amplify our work. With the support of content creators such as **Olga Thompson** and **Tessie (Taslym) Rabiu**, these content collaborations in 2025 helped to extend our campaigns and appeals to new audiences.

Public engagement impact



Individuals from Syria, Afghanistan, Sudan, Ukraine and Pakistan shared their experiences for the *Fragments of Hope* public engagement campaign. Their personal narratives resonated deeply, transforming abstract statistics into relatable human experiences for our audiences. © UK for UNHCR/Ayman Alhussein

Our public engagement activity raises awareness of global refugee issues, supports fundraising and, importantly in today's environment, promotes refugee inclusion.

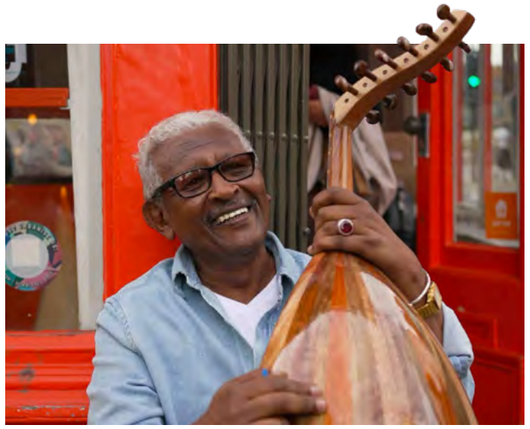
Delivered through earned media, social media and high-profile support, it engages new audiences and encourages the UK public to take meaningful actions to show their support for refugees.

Content co-creation

Our public advocacy network, UK for Refugees, grew to 87 Storytellers with lived experience of displacement, coming from 27 countries. Ahead of the winter public engagement campaign, three Storytellers acted as creative counsel, while filmmakers and photographers with lived experience of displacement continue to work with the charity throughout the year.

Media coverage

Consistent media outreach generated coverage in national, regional and local media to support our fundraising, awareness-raising and inclusion. We delivered this through editorial pitches and syndication, including a radio campaign for the *Refugee Ribbon* appeal and news placements with *Channel 4*, *BBC*, *The Guardian* and *Sky*.



During Refugee Week, poet and musician Bashir shared his story of exile, resilience and the healing power of music, as part of the *Fragments of Hope* campaign. © UK for UNHCR/Ayman Alhussein

"This year for Refugee Week, my message is simple: give people the space to speak when the world isn't falling apart. Too often, refugees are only asked to tell their stories in the wake of trauma. But our lives are bigger than tragedy."



Ayman, cinematographer and filmmaker from Syria.

Digital audience growth

Our digital communications channels (social and website) support fundraising and public education and provide a platform for displaced people to share their experiences.

We focus on technical, search and content optimisation, with audience metrics to grow visitor traffic/followers, and, crucially, the quality of these engagements, such as tracking online journeys and secondary engagement actions. We introduced specialist roles for web and social, helping to build capacity, content production and data insights.

Our social media following grew by 19%, while web traffic was up 58%. We created content collaborations with partners, such as Revolut and Virgin Atlantic Foundation, and with our network of content collaborators to support appeals and advocacy. We introduced new accessibility functions on our website in support of inclusion.

We remain grateful to our online community of supporters who express their solidarity for refugees and work with us to proactively counter mis- and disinformation.

2025 ENGAGEMENT HIGHLIGHTS

- **94,100** *social media followers*
- **104.5m** *social media impressions*
- **526,000** *individual users visited our website**
- **1,261** *editorial media placements*

* Data source: GA4 – as with all GA4 data, this metric is an approximation

Piecing together *Fragments of Hope*

Our Refugee Week campaign, *Fragments of Hope*, tapped into the popular trend of Kintsugi, a Japanese artform. The campaign raised awareness of the refugee experience, as well as brand awareness for the charity, and was supported by influencers and former refugees who have rebuilt their lives in the UK. Running across media and social media, it included an integrated supporter journey across digital channels. The final artwork was also exhibited at the public offices of two corporate partners.

A cross-charity working group during Refugee Week delivered a donor Thank-a-thon, a newsletter, a Storyteller event for corporate partners and a *Read for Refugees* book challenge.

www.unrefugees.org.uk/fragmentsofhope



© UK for UNHCR/Ayman Alhussein

Keeping *Hope on Repeat*

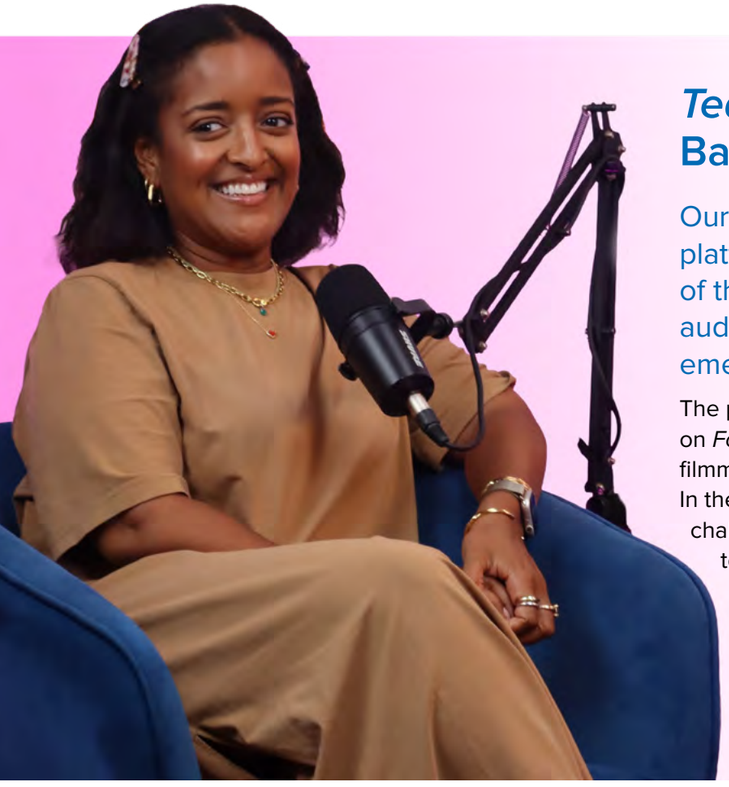
Our end-of-year public engagement campaign shared a message of hope and solidarity to support winter fundraising.

Working with refugee Storytellers from Afghanistan, Ukraine, Syria and Bosnia, we asked the public to share their ‘Hope Hits’ — favourite songs which bring a sense of belonging and comfort — as a way to start a conversation about the experience of refugees. The campaign raised awareness through PR, digital channels and the launch of a new podcast series called *Hope on Repeat*. The ‘Hope Hits’ playlist was available via Spotify and the podcast featured as *The Guardian’s* podcast of the week. The campaign continues into 2026.

www.unrefugees.org.uk/hope



Fatima, an ultramarathon runner and Free to Run Ambassador, took part in the *Hope on Repeat* campaign. ©Kaçkar by UTMB



Tea at Four with Basma Khalifa

Our partnership with women’s lifestyle platform, *Four Nine*, brought the realities of the war in Sudan to new, far-reaching audiences in support of the Sudan emergency appeal.

The partnership created a 45-minute episode on *Four Nine’s Tea at Four* podcast, with activist, filmmaker and community leader Basma Khalifa. In the episode, Basma discusses the impossible challenges facing her family in Sudan, in addition to her work in galvanising support for Sudanese people from the UK. The podcast, along with the video version of the episode and the social cut-downs, delivered two million impressions and 1.5 million views.

Basma Khalifa shared her family’s experience of the war in Sudan with a new podcast audience. © UK for UNHCR / Tolani Ubhi-Mohideen

Public events

We hosted a variety of events in support of our mission to be a platform for refugee voices and to engage the public to build more solidarity for refugees. Highlights included:

Corporate leadership

We hosted a roundtable with UN High Commissioner for Refugees Filippo Grandi and UK business leaders to discuss global displacement. Conversations highlighted the essential role of the private sector in driving sustainable solutions, sparking a renewed sense of energy, hope and collaboration to create lasting impact for refugees.

International Women’s Day

To mark International Women’s Day, we hosted a breakfast at The Conduit, highlighting the importance of investing in refugee women. We were honoured to hear from Maya Ghazal, UNHCR Goodwill Ambassador and the first female Syrian refugee pilot, alongside leaders and advocates discussing how empowering women drives lasting change.

Guernsey’s commitment to refugees

At an evening in St Peter Port, we thanked Guernsey and the Guernsey Overseas Aid & Development Commission for their longstanding partnership in supporting displaced communities. Speakers, including UNHCR’s UK Representative Vicky Tennant and WWII evacuee Gwyneth Gallienne, reflected on Guernsey’s compassion, highlighting how collaboration creates meaningful, lasting impact for refugees.

An evening with Al-karim Nathoo

Advisory Board member Al-karim Nathoo hosted an evening at The Westin London City, bringing together philanthropic and business leaders for meaningful conversation, storytelling and connection. UNHCR Representative Vicky Tennant shared insights from two decades with UNHCR and former refugee, Hessam, told his story of resilience, having been forced to flee Afghanistan.

The future of philanthropy

We convened leading voices to explore how philanthropy must evolve amid growing humanitarian needs and declining aid budgets. The discussion highlighted the vital role of intermediaries, alongside new philanthropic models, long-term partnerships, accountability and engaging the next generation of donors, highlighting how strategic philanthropy can drive lasting change for refugees worldwide.

UNHCR in a changing world

As the 75th anniversary of the Refugee Convention approaches, UK for UNHCR hosted a special event on the future of refugee protection, convened by our Trustee Jon Williams. Author and former refugee from Afghanistan Gulwali Passarlay shared his powerful personal journey, alongside panellists Geoff Gilbert (University of Essex), Vicky Tennant (UNHCR) and Jakhya Rahman-Corey (Swarovski Foundation), highlighting the urgent need for empathy and collective action.

UN High Commissioner for Refugees at Westminster Abbey

Filippo Grandi delivered one of his final addresses as UN High Commissioner for Refugees to an audience of government and civil society leaders and supporters.

He called for solidarity, principled leadership and recognition that asylum is “among the finest gestures humanity has to offer,” reminding us that sustainable solutions require collective action to support refugees with dignity.



© Paul Grover/Westminster Abbey

Our people

This year, we appointed our first dedicated People Director and launched a new three-year People Strategy to support our staff and organisational objectives.

Our People vision: “We are a dynamic, inclusive and impactful workplace, in which our people develop, thrive and are celebrated as key to our success.” Wellbeing, inclusion and data are the key enablers of this vision.

Key achievements

We introduced Internal Secondment principles and joined an international staff exchange programme with other UNHCR national partners, creating new opportunities for career development, which have been well-received. Our People team had a focus on data and benchmarking to strengthen decision-making and scenario planning, essential in a year shaped by funding uncertainty and external challenges.

We also introduced Occupational Health provision and offered trauma-informed reflection sessions, supporting staff resilience during a demanding period.

Successful all-staff away days reinforced collaboration and team-building, focusing on career development, feedback and exploring AI. Staff also organised social events, including badminton, a staff Iftar and a winter social.

We continued to build external partnerships with other People teams and organisations, bringing new learning into the organisation. We closed the year with 57 employees and a voluntary turnover of 15.7%.

Culture, engagement and inclusion

Our annual staff survey achieved a 93% response rate, with engagement rising from 77% in 2024 to 80%. Reflection sessions shaped an organisation-wide action plan for quick wins in 2025 and longer-term projects in 2026.

Mandatory Sexual Harassment Awareness training was completed by all staff and a role-mapping exercise began to support career pathways and engagement.

Equity, Diversity & Inclusion (ED&I) remain central and we welcomed new ED&I champions and held regular team-led sessions, including a Pride Month speaker from Rainbow Migration. Our fourth annual ED&I survey showed strong year-on-year improvements and informed a roadmap for 2026, focusing on leadership, recruitment, induction and governance.

Leadership and development

We strengthened leadership capability through 360° feedback, coaching, mentoring and developing a Leadership Forum to drive collaborative leadership. Staff accessed a broad range of development opportunities, including fundraising strategy, storytelling, social media, gender awareness and GDPR.

Looking ahead

In 2026, we will launch quarterly pulse surveys and continue to develop our analytics capability. Our organisation strategic refresh, together with our role-mapping work, will underpin the development of competency and career development frameworks. We will prioritise wellbeing and inclusion, and strengthen our Employee Value Proposition to address recruitment challenges.

Despite a challenging year, staff resilience remains strong and engagement results reflect confidence in our direction. Our focus now is on sustaining momentum, deepening collaboration and ensuring our people thrive, as we navigate an evolving external landscape.



During an all-staff away day, teams built bicycles as part of a collaboration exercise. The completed bicycles were donated to Salusbury World, a charity which supports refugees to come to terms with the loss they have experienced and build a fulfilling life in the UK. © UK for UNHCR

Our goals in 2026



Violence in Sudan forced Fatima, a hospital doctor, to flee with her family to Chad where UNHCR supports refugees with access to protection services and essential aid. With the support of UNHCR Fatima has received her accreditation to practise medicine in Chad.

2025 saw a profound shift in the global landscape for humanitarian aid.

Systemic changes in institutional funding and escalating displacement crises placed immense pressure on UNHCR’s already stretched resources.

This unfolded within an increasingly complex geopolitical environment, characterised by rising costs, fiercer competition for funding, shifting public opinion, and growing political polarisation and populism. While support for aid remains strong in many quarters, heightened scrutiny means charities must work harder than ever to meet rising expectations of accountability and standards.

Against this backdrop, UK for UNHCR’s bold strategy to support every person forced to flee has driven a significant increase in charitable impact and strengthened the organisation’s resilience in a rapidly changing world.

In 2026, we will focus on the following to fulfil our mission to support refugees worldwide:

- Sustainable income – retain supporters and build a pipeline of regular donors and multi-year partnerships to ensure UNHCR can respond whenever needed
- Long-term solutions – deliver partnerships and innovation that help break the cycle of long-term displacement
- Emergency support – mobilise resources that help UNHCR respond to new and existing emergencies
- Public advocacy – raise public awareness of global refugee crises and promote inclusion for people who have been displaced
- People and skills – continue to foster an inclusive and supportive work culture, helping every role reach its potential
- Productivity and collaboration – future proof our skills, productivity and technology
- Resilience and growth – complete a strategic review ready for our 2027-31 horizon.

Objectives and purpose



Kylie and María José received their residency cards, which enable them to access essential services. UNHCR supported Peruvian authorities in issuing identity documents to children forced to flee, mainly from Venezuela and Colombia. © UNHCR/Jaime Giménez

Our activities

We fundraise across multiple channels, including direct marketing, digital, community fundraising, corporates, trusts, foundations and other philanthropists. Our impact reporting demonstrates how donations help beneficiaries. We raise solidarity and awareness through media and PR, social media, high-profile supporters, events, campaigns and partnerships.

Charitable objects

UK for UNHCR's charitable objects as defined by its Constitution, are as follows:

i) The relief of refugees, asylum seekers, internally displaced persons and stateless persons by raising funds in the United Kingdom in support of UNHCR's (United Nations High Commissioner for Refugees) protection and assistance programmes, as are regarded as charitable under English law.

ii) The advancement of education and the awareness of the public in general about the situation and needs of refugees, asylum seekers, internally displaced persons and stateless persons worldwide.

iii) The promotion of social inclusion for the public benefit, in the UK and worldwide, by preventing refugees, asylum seekers, internally displaced persons and stateless persons from becoming socially excluded and by relieving the needs of those refugees, asylum seekers, internally displaced persons and stateless persons who are socially excluded and assisting them to integrate into society.

Public benefit

Trustees confirm that they have complied with the duty outlined in Section 4 of the *Charities Act 2006* to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit.' This guidance addresses the need for all charities' aims to be, demonstrably, for the public benefit. In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

Volunteers

The charity is grateful to the Trustees, who offer their time and support voluntarily, and to the volunteers who supported the charity at public events during the year.

Accreditations

UK for UNHCR is a member of the Fundraising Regulator and signatory to its Code of Conduct. It is also a member of the Institute of Fundraising and the National Council for Voluntary Organisations. The charity is also registered with the Information Commissioner's Office.

Structural overview, risk management and financial reports

Financial review

We spent £25 million in pursuit of our vision: to build a better future for people fleeing conflict and persecution.

Financial overview

We raised an incredible £24.8 million in 2025 (2024: £25.5 million), thanks to the generosity of our donors and supporters.

A summary of our financial performance in the year is tabled below

	2025 £'000	2024 £'000
Gross income	24,810	25,532
Expenditure on raising funds	7,716	8,171
Net income available for charitable application	17,094	17,361
Expenditure on charitable activities	17,010	17,158
Net income	**84**	**203**

How we raised funds

In raising funds, we rely on voluntary donations and grants from individuals, trusts and corporates. Our income target for 2025 of £25 million reflected our ambitions to support those we serve. The fundraising environment remained challenging in 2025, as sustained cost-of-living pressures and ongoing political and economic uncertainty continued to impact our donors and supporters. Despite the reduction in inflation rates during the year, many of our supporters are still facing pressure on their personal budgets.

Against this challenging backdrop, total income for the year reached £24.8 million, compared to our target of £25 million. Performance across our Partnerships and Philanthropy team remained strong with a small increase compared to 2024 and donations from our Individual Giving activities remained stable.

Unrestricted funds remain central to our ambition to build a better future for people fleeing conflict and persecution, providing both the predictability to plan long-term programmes and the flexibility to respond effectively in a rapidly changing world. To this end, in 2025 we shifted our fundraising focus towards generating this type of income, raising £0.2 million more in unrestricted income.

As part of our broader financial sustainability strategy, we continue to build a diverse income portfolio to strengthen our financial resilience, recognising the importance of this in a time of significant global uncertainty.

How we spend our money

Total resources expended during the year were £24.7 million. Our spend on charitable activities was £17 million, broadly in line with 2024.

In 2025, we granted £15.3 million to UNHCR, supporting displaced people with urgent relief during emergencies, as well access to education, healthcare and livelihoods. Included within this grant award was £1.6 million from our designated reserves, funding underfunded emergencies and refugee education. More details of these grants can be found in note 12 of the accounts in page 49.

We spent a total of £7.7 million on activity to raise funds, £0.5 million less than in 2024. The majority of this spend was focused on activity to generate funds in year, with the balance spent on attracting supporters who will donate to the charity in the long-term. As a relatively young organisation, we are still investing to ensure UK for UNHCR is an organisation built for the future and we are able to evolve and respond to changes in the environment that we operate in. Over the past four years, UK for UNHCR has spent an average 19 pence to raise the next pound. It is our ambition to continue to reduce the cost of fundraising and, to this end, we continue investing in our digital capabilities and in securing high-value, multi-year partnerships to maximise the return on our fundraising spend.

Support costs

Support costs include Finance, Human Resources and Technology teams, as well as Governance and Facilities. Support costs were £1.2 million, an increase of £0.2 million compared to 2024. We are partway through a period of investment in some of our key systems to strengthen organisational efficiency and support more effective and streamlined ways of working. This includes our finance system project to replace our old system that went live at the beginning of 2026. Alongside this, we are reviewing our digital practices across the organisation and continuing to invest in capacity and resilience within our support functions. These investments are helping ensure that UK for UNHCR is built for the future and better positioned to respond to changes in areas such as Technology, Governance and Compliance.

Reserves policy

At the end of the year, our total funds stood at £17.5 million, of which £0.1 million related to restricted funds, with unrestricted funds making up the majority at £17.4 million.

Trustees recognise the need to hold sufficient free reserves to ensure the protection of our core activities in the event of income shortfall and to allow balanced long-term strategic planning. Free reserves available for use by UK for UNHCR are those that are readily realisable, less funds whose use is restricted or has been designated for particular purposes.

The Trustees have set a target range for free reserves on a risk-based approach to provide some protection on any unforeseen decrease to our fundraising income and to provide sufficient working capital for the organisation.

The approach recognises that most of the charity's income comes from voluntary donations which are uncertain.

During the year, the Finance, Audit and Risk Committee reviewed both the methodology and the calculation of target reserves and, given the challenging and uncertain economic outlook, recommended a target range of £5.8 million to £7.5 million, rising to between £7.8 million to £9.6 million by 2028. This range was approved by the Board of Trustees on 8 December 2025.

At the beginning of the year, Trustees set an unrestricted deficit target for 2025 of £2.1 million, denoting the charity's commitment of spending reserves in a responsible manner. Thanks to the increased grant by UNHCR and increased investment income, we recorded an unrestricted surplus for the year of £0.4 million. This resulted in a small increase in our unrestricted reserves at year-end, which now stands at £17.5 million. This is above the upper limit set by Trustees.

Trustees are committed to ensuring that the surplus reserves are spent in a considered manner, taking into account both the short-term and longer-term needs of the organisation and those we serve. To this end, Trustees designated £7.2 million of free reserves in previous years. Of this, £2.5 million was designated as a Development Fund in 2022 to support future growth. At the start of 2025, the value of this fund stood at £1.9 million. During the year, calls on the Development Fund totalled £0.3 million. Trustees have set up a deficit budget for 2026 and the assumptions made in the budget reflect the challenging fundraising climate. Deficit budgets have also been provisionally agreed by Trustees for the following two years. To support these anticipated deficits, in December 2025, Trustees replenished the Development Fund and designated a further £3.5 million to support organisational growth and deficit budgets for 2026, 2027 and 2028.

In 2023, Trustees also designated £4.7 million as a Growth Fund, aimed at supporting additional relief programmes across a number of thematic areas. During the year, calls on the Growth Fund totalled £1.6 million. The designated funds are expected to be fully drawn down by 2028.

Investments through our designated funds will see our reserves position falling to a level slightly above the upper limit of our minimum reserves requirement by the end of 2028, providing an additional level of resilience in a challenging external environment. Trustees regularly review the minimum reserves requirement to ensure that it remains appropriate in light of external risk factors.

Going concern

We have set out above a review of our financial performance and our reserves position. Whilst Trustees are cognisant of the current economic outlook and the challenging fundraising environment, they are confident that we have adequate financial resources and are therefore well-placed to manage business risks. Our planning process has been enhanced to include scenario planning of the charity's income, expenditure and levels of reserves. The financial projections have taken into consideration the current economic climate and its potential impact on our income-generating activities and our planned expenditure.

We have also strengthened our forecasting process, including stress-testing our assumptions and an increased focus on cash flow management.

As a national partner to a United Nations agency, UK for UNHCR also has access to investment in the form of an annual grant, which supports its activity and the growth of its fundraising programmes for refugees. The relationship between UNHCR and the charity is long-term in nature, with a multi-year partnership agreement in place. The strong performance of fundraising across all channels in 2025 is indicative of high levels of current donor support and future potential in the UK for our cause. Building on this momentum, UNHCR has confirmed a minimum grant of £4.1 million to support the charity's operational and fundraising activity in 2026.

Considering the above, Trustees believe that UK for UNHCR is well placed to manage the business risks it faces with sufficient levels of reserves and a good cash flow. The Trustees therefore have reasonable expectation that we have sufficient resources to continue operations for the foreseeable future and believe that there are no material uncertainties that call into doubt our ability to continue as a going concern.

Principle risks and uncertainties

UK for UNHCR has an organisation-wide risk management process for identifying the risks to the charity and developing appropriate risk mitigation plans. The Board has the ultimate responsibility for the management of risk. The Board is supported in these duties by the Finance, Audit and Risk Committee, who scrutinise the internal control environment, policies and procedures to ensure risks are appropriately mitigated. Organisational risks are ranked by the likelihood of occurrence and potential impact on the organisation.

The Finance, Audit and Risk Committee reviews the full risk register with a deep-dive into significant risks at each meeting, along with mitigation plans and any additional controls to reduce the risk further. The day-to-day risk management is led by the Senior Leadership Team and forms an integral part of planning processes at departmental and strategic levels. The full risk register is reviewed by the Board twice a year.

The Board recognises that it is necessary to accept that not all risks can be fully mitigated against, particularly those that fall beyond UK for UNHCR's control. However, the Senior Leadership Team actively monitor and manage such risks to provide reasonable, but not absolute, assurance that we are protected. Trustees are satisfied that all risks are appropriately managed and mitigated.

UK for UNHCR proactively manages risk in several categories. The key risks and uncertainty facing UK for UNHCR are set out in the following table.

Risk	Mitigation
The current macro-economic environment, political situation and increasing uncertainty could impact our supporters and funders, resulting in substantially reduced income in the short- to medium-term. This could potentially affect our ability to deliver planned activity. Furthermore, sustained high inflation levels within the programmes we fund may reduce the scale of operations underway.	The Board approves a comprehensive annual plan and budget for UK for UNHCR and ensures that our financial planning reflects significant external changes. At the same time, we continue to invest in diversifying our funding sources, as well as prioritising cost efficiency through new ways of working. The Board and its committees also review financial performance against objectives set in our annual plans. This includes greater scrutiny of our income streams, as well as tailoring campaigns that take into account the lower disposable income of supporters. We are also strengthening our forecasting capabilities and cash flow management processes, with an increased focus on embedding rolling financial forecasts. Furthermore, the charity has a healthy reserves position, which will provide resilience and allow balanced long-term strategic planning.
The outlook for refugees globally continues to deteriorate, with the political environment becoming increasing challenging. Rising global conflicts combined with heightened political uncertainty are contributing to greater polarisation, while misinformation and disinformation around refugees are increasingly shaping public discussions and influencing public opinion adversely.	A major focus of our mission is to build solidarity by sharing refugee stories to raise awareness and inspire the UK public by creating a platform for the UK community to take action. Our campaigns help create empathy and understanding of what it means to be forced to flee your home by ensuring lived experience voices are heard. We continue to ensure that our content is accurate and accessible, and we respond with facts when misinformation arises on our platforms, without amplifying it. We run awareness and public education campaigns, and provide training to staff to ensure we communicate clearly, drawing from UN-verified data and adhering to UNHCR's humanitarian principles of impartiality and neutrality.
The increased threat and sophistication of cybercrime, often leveraging AI, including phishing, malware and ransomware attempts, could impact on our systems, data, finances or reputation.	We take the security of our data seriously and have good measures in place. We have enhanced our security measures and meet Cyber Essentials criteria defined by the government. We deliver regular fraud and cybersecurity awareness training to all staff. We also undertake regular reviews of systems, processes and technology to ensure they are fit for purpose. This is a continual process as we build a culture of cybersecurity awareness across all activities.
A failure in our safeguarding practice could contribute to the harming of vulnerable individuals. If we do not maintain robust safeguarding policies and procedures, this could result in failure to uncover bullying, sexual exploitation or abuse.	Protecting the safety and dignity of our staff, supporters and anyone who engages with us is central to the charity's values. Like our implementing partner, UNHCR, the charity has zero tolerance for all forms of bullying, harassment and abuse. Both the charity and UNHCR have robust safeguarding policies and complaints procedures that are clearly signposted to internal and external audiences. All new charity staff complete a safeguarding training introduction and group training is periodically hosted to provide additional information on the UK regulatory framework and operating context. The charity's staff handbook includes policies on grievances relating to harassment and bullying, as well as how to raise concerns about the safety of vulnerable people, including children, whether in the UK or overseas. UNHCR staff are all signatories to a Code of Conduct that goes beyond national laws and has additional special measures for protection from sexual exploitation and sexual abuse. Furthermore, UNHCR has dedicated staff in every operation globally who are responsible for safeguarding and ensuring beneficiaries and staff can come forward with any concerns. All allegations of sexual harassment and abuse are referred by UNHCR to the Inspector General's Office to ensure an independent investigation can be carried out. Explicit consent is always gained from the subjects of case study photography and materials that the charity uses. For any materials relating to children, a parent or guardian must provide consent. The charity also has a designated Safeguarding Lead appointed within the Senior Leadership Team and on the Board of Trustees.

Structure, governance and management

Structure and related parties

United Kingdom for UNHCR is registered charity 1183415 (England & Wales) and constituted as a charitable incorporated organisation (CIO). It is the official charity partner in the United Kingdom for the United Nations High Commissioner for Refugees (UNHCR).

UNHCR, also known as the UN Refugee Agency, is a global humanitarian agency governed by the UN General Assembly and headquartered in Geneva, Switzerland. The agency was established in 1950 and is the custodian of the 1951 Refugee Convention. It is the lead global agency mandated to safeguard the rights and wellbeing of forcibly displaced and stateless people.

UNHCR maintains a formal Representative Office in the UK, responsible for UNHCR's policy work and UK government relations relating to asylum seeking and resettlement in the United Kingdom.

The relationship between UK for UNHCR and UNHCR is governed by a 'Recognition Agreement', which sets out the terms for collaboration between the two independent organisations in support of the charity's beneficiaries and purposes. This agreement also confirms UK for UNHCR's appointment as UNHCR's sole charity partner in this country.

UK for UNHCR is one of several independent charity members in UNHCR's global fundraising network, which includes other national charity partners in the United States, Japan, Australia, New Zealand, Spain, Portugal, Germany, Sweden, Switzerland and Argentina.

UK for UNHCR contributes funds to global humanitarian relief operations delivered by UNHCR, in order to support forcibly displaced and stateless people in line with the charity's objects.

Trustees and governance

The organisation is governed by its Constitution and its only voting members are the charity's Trustees, who make up the charity's Board. The charity's Constitution requires there to be a minimum of three and a maximum of 12 Trustees. In 2025, Garvin Brown and Zarlasht Halaimzai stepped down as Trustees and the Board appointed four new Trustees: Anita Yuen, Jon Sparkes, Lara Boro and Mick Dyson. See page 40 for a full list of Trustees and appointment/resignation dates.

The Board is responsible for ensuring that UK for UNHCR's vision, mission and activities support its charitable objects for the benefit of forcibly displaced and stateless people.

The Board receives advice and information during its regular meetings with the CEO and other Senior Leadership Team members. In 2025, the Board convened four formal meetings and one away day workshop, which were also attended by the Senior Leadership Team, as well as additional meetings with UNHCR executives. These meetings help Trustees to review the performance, financial health and regulatory compliance of UK for UNHCR.

The Board is supported by a Finance, Audit and Risk Committee, a Remuneration Committee and a Nominations Committee. All sub-committees operate under terms of reference set by the Board and report on their meetings to the subsequent Board meeting. The Finance, Audit and Risk Committee met four times in 2025. The Remuneration Committee met once and the Nominations Committee met three times during the same period.

All Trustees receive no remuneration other than for expenses incurred as Trustees. Trustee indemnity insurance is in place for the protection of the Trustees.

Trustee appointments and tenure

The Board operates a Nominations Committee to lead the process for Board appointments. In selecting individuals for appointment as charity Trustees, the charity Trustees must have regard to the skills, knowledge and experience needed for the effective administration of UK for UNHCR. A Trustee may be appointed or reappointed by a resolution passed at a properly convened meeting of the charity Trustees. The Trustee terms are as follows:

- Every Trustee shall be appointed for a three-year term and is eligible for reappointment following their first term. A charity Trustee who has served for two consecutive terms may not normally be reappointed for a third consecutive term.
- A Trustee may, in exceptional circumstances, be appointed for a third consecutive term if the charity Trustees are satisfied that this appointment is in the best interests of the charity. The resolution of the Trustees approving the appointment must record the reasons why the Trustees are satisfied that it is in the charity's best interests. Currently, there are no Trustees serving beyond the normal maximum term allowed.
- The Trustees shall appoint one of their number as Chair of Trustees for a term of up to three years. The Chair may be reappointed for a second term, but for no longer than six consecutive years.

Induction and training of Trustees

The charity Trustees will make available to each new charity Trustee, on or before their first appointment:

a. A copy of the current version of the Constitution and

b. A copy of the charity's latest Trustees' Annual Report and statement of accounts.

In addition to this, new Trustees receive briefings from the CEO and the Senior Leadership Team, as well as key UNHCR executives, such as the agency's UK Representative, Head of European Fundraising and Global Fundraising Chief. From time to time, Trustees may also join staff presentations or other training to further support their governance duties.

Management

While the Trustees maintain oversight of the charity's performance, finances and compliance, they delegate the day-to-day management of the charity to its Senior Leadership Team, led by the CEO.

This includes developing UK for UNHCR's annual plans and strategy; growing fundraising, operational capacity and communications; delivering charitable activities such as public awareness and engagement campaigns and distributing funds to support relief operations in line with our charitable objects.

UK for UNHCR also works with a variety of third parties to help it achieve its charitable objects for the benefit of forcibly displaced and stateless people. These can include professional fundraisers who support the charity's management and wider team with specialist skills, such as direct marketing and digital fundraising. The charity does not currently operate any face-to-face fundraising activity.

All third parties who work with the charity are expected to meet the same high standards as in-house staff and there are contracts in place to ensure all agency partners follow industry best practice and regulatory requirements.

The charity also has comprehensive approval systems in place to ensure all communications with donors and the broader public are accurate and appropriate in the context of the work we support and the *Fundraising Regulator Code of Conduct*.

UK for UNHCR retains a fulfilment agency to liaise with donors on its behalf. We provide regular training to their staff, along with briefings on the latest refugee crises and relief operations, to ensure they represent UK for UNHCR appropriately.

Remuneration philosophy

The purpose of remuneration is to ensure the charity attracts high-calibre potential employees, to help retain its people and to support workforce productivity. UK for UNHCR's ability to achieve positive outcomes for forcibly displaced and stateless people is hugely influenced by the commitment, skill and productivity of its staff.

UK for UNHCR's remuneration, which encompasses financial and non-financial elements, is governed by a Remuneration Policy, overseen by a Remuneration Committee of Trustees and supported by senior management.

UK for UNHCR believes remuneration must be fair, sustainable and relevant to workers in the market sectors in which UK for UNHCR competes for labour. Remuneration is set at levels that maximise funding available for charitable activities, while ensuring fair pay that attracts expertise that will deliver our charitable objects.

To support this, the charity conducts a comprehensive benchmarking review every second year of all salaries against live salary data for similar roles in comparable organisations in the charity sector. Every new post is benchmarked against this live sector data. The charity's aim is to set salaries within a 10% variance of the median for each role, in line with experience.

In addition to salaries, the charity offers benefits such as 28 days of annual leave, life insurance, an 8% pension contribution, flexible working and an employee assistance programme that provides free confidential services such as GP appointments, counselling sessions and courses in physical and mental wellbeing. All staff have an annual workplan to support personal objective setting, and training and development needs.

Pay and benefits for key staff

Remuneration for the CEO and key management personnel is set, maintained and reviewed by the Remuneration Committee. Senior staff salaries are also benchmarked on a biennial basis against live salary data for the charity sector. Further details for key management personnel can be found on page 35 of this report.

Fundraising governance and regulations

When raising funds to support our mission, we strive to meet best practice standards as defined by regulators and want our supporters to know that we are fundraising responsibly.

Fundraising compliance

We value the support of every one of our donors and work hard to ensure that our fundraising activity is open, legal, fair and respectful. We are registered with the Fundraising Regulator and we work with the Chartered Institute of Fundraising to make sure our fundraising activities operate to the highest standards. We adhere to the *Code of Fundraising Practice* and follow best practice guidance as defined by our regulators.

We never sell contact data and our supporters can change their communication preferences at any time.

Protecting vulnerable people

Our supporters are incredibly important to us, helping us to realise our vision of a world where every person forced to flee can build a better future. We are committed to making sure that our interactions with new and existing supporters are in line with our values and that people are treated fairly and appropriately. This is especially important when supporters demonstrate vulnerable circumstances.

We require all staff to follow best practice guidelines for dealing with vulnerable people and our policy for vulnerable people is available on our website.

We constantly review best practice guidance on protecting individuals at risk and we continuously look to ensure we act appropriately to protect potentially vulnerable people, whilst also protecting the reputation of the organisation and our staff. We comply with the Chartered Institute of Fundraising guidance, set out in 'Treating Donors Fairly'. We also require our staff, and any agencies contacting members of the public on our behalf, to comply with guidelines provided by the Data and Marketing Association and the Public Fundraising Regulatory Association. We have a rolling programme of safeguarding training for our staff and our safeguarding practices are regularly reviewed by our Board.

Monitoring fundraising activities by third parties

We work with a variety of third parties to raise money, including commercial participators and professional fundraisers. We expect all third parties who work with us to meet the same high standards as our own fundraisers and we continue to ensure that our suppliers are working to agreed service level agreements, contracts and data processing agreements. We ensure that new supplier contracts undergo robust risk assessments and due diligence prior to contracts being finalised. We continue to employ telephone agencies to call people on our behalf. They are required to adhere to the *Code of Fundraising Practice* and we provide guidance to their staff and monitor calls regularly to ensure they represent the organisation appropriately and adhere to the *Code of Fundraising Practice*.

Complaints and FPS requests

UK for UNHCR received 15 direct fundraising complaints in 2025 (2024: 22 complaints). We did not receive any complaints through the Fundraising Regulator. We take all complaints seriously. Our Supporter Care Team have responsibility for ensuring that complaints about the organisation are recorded, handled appropriately and addressed in line with our complaint handling procedure, which is available on our website.

The Fundraising Preference Service (FPS), run by the Fundraising Regulator, is aimed at providing people with the means to stop direct marketing from specific charities without having to contact them directly. During the year, UK for UNHCR received 75 of these requests in the period from 1 January 2025 to 31 December 2025 (2024: 82 requests).

Administrative details

Charity name

The charity's full name is United Kingdom for UNHCR. However, a working name of 'UK for UNHCR' is also used in public and donor communications.

Registered office

WeWork, 1 Mark Square, London EC2A 4EG

Registered charity number

1183415 (England and Wales)

Board of Trustees in this reporting period

Charlotte Boyle [1] [3]	Chair
Trinh Tu [1] [3]	Vice-Chair
Keith Felton [1] [2]	Treasurer
Sohail Ali [2]	Trustee
Lara Boro [2]	Trustee, appointed 1 July 2025
Garvin Brown [2]	Trustee, resigned 15 January 2025
Mick Dyson [2]	Trustee, appointed 1 July 2025
Claire Hajaj [3]	Trustee
Zarlasht Halaimzai	Trustee, resigned 15 January 2025
Anita Yuen	Trustee, appointed 1 July 2025
Arabella Phillimore [1]	Trustee
Jon Sparkes [1]	Trustee, appointed 1 July 2025
Katy Steward [2] [3]	Trustee
Jon Williams	Trustee

[1] Member of the Remuneration Committee
[2] Member of the Finance, Audit and Risk Committee
[3] Member of the Nominations Committee

Senior Leadership Team in this reporting period

Emma Cherniavsky	Chief Executive Officer
Mark Macdonald	Director of Communications
Mark Hopkinson	Director of Fundraising
Lydia Piddock	Director of Strategy & Growth
Himali Fernando	Director of Finance
Elaine Millard	Director of People (appointed January 2025)

Principal professional advisors

Auditors
Crowe U.K. LLP, 2nd Floor, 55 Ludgate Hill, London EC4M 7JW

Bankers
Lloyds Bank, 120 Lewisham High St, London SE13 6UG

Solicitors
Russell Cooke LLP, 8 Bedford Row, London WC1R 4BX

How to contact us with feedback or queries

By email: supportercare@unrefugees.org.uk

By phone: 020 3761 8094, Monday–Friday between 9 am and 5 pm

By post: Supporter Care, UK for UNHCR, WeWork, 1 Mark Square, London EC2A 4EG

By social media:

unrefugeesUK

unrefugeesUK

unrefugeesUK

ukforunhcr

ukforunhcr

ukforunhcr

ukforunhcr

Statement of Trustees' responsibilities

The Trustees 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*).

The law applicable to charities in England & Wales requires the Trustees to prepare financial statements for each financial period which give a true and fair view of the state of affairs of the charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles of the *Charities SORP* (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable *UK Accounting Standards* (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the charity will continue in business.

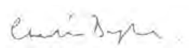
The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions, disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the *Charities Act 2011*, the *Charity (Accounts and Reports) Regulations 2008* and the provisions of the Trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors:

Each of the persons who are Trustees at the time when this Trustees' Report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Approved by order of the members of the Board of Trustees and signed on their behalf.



Charlotte Boyle, Chair

UK for UNHCR

29 April 2026

Independent auditor's report to the Trustees of United Kingdom for UNHCR

Opinion

We have audited the financial statements of United Kingdom for UNHCR for the year ended 31 December 2025 which comprise Statement of Financial Activities, Balance Sheet, Statement of Cash Flow and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the 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; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

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

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

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

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

Other information

The Board are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit

Independent auditor's report to the Trustees of United Kingdom for UNHCR (continued)

Responsibilities of Board

As explained more fully in the trustees' responsibilities statement set out on page 36, the Board 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 Board 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 Board 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 Board 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

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charity operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Charities Act 2022, Charities (Accounts and Reports) Regulations 2008 and financial reporting standards. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be necessary to the charity's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charity for fraud. The laws and regulations we considered in this context for the UK operations were Anti-fraud, bribery and corruption legislation, General Data Protection Regulation (GDPR) and the fundraising regulations.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Board and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the income recognition of grants and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance, Audit and Risk Committee about their own identification and assessment of the risks of irregularities,

Independent auditor's report to the Trustees of United Kingdom for UNHCR (continued)

sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Crowe U.K. LLP

Crowe U.K. LLP

Statutory Auditor

London

11 May 2026

Financial statements

Statement of financial activities
for the year ended 31 December 2025

	Notes	UNRESTRICTED FUNDS 2025 £'000	RESTRICTED FUNDS 2025 £'000	TOTAL FUNDS 2025 £'000	TOTAL FUNDS 2024 £'000
Income from:					
Donations and Legacies		14,441	9,780	**24,221**	24,906
Investments		589	-	**589**	626
Total Income	3	**15,030**	**9,780**	**24,810**	**25,532**
Expenditure on:					
Raising funds	5	7,703	13	**7,716**	8,171
Charitable activities	5	1,437	15,573	**17,010**	17,158
Total expenditure		**9,140**	**15,586**	**24,726**	**25,329**
Transfers between funds	12	(5,461)	5,461	-	-
Net Movement in funds		**429**	**(345)**	**84**	**203**
Reconciliation of Funds:					
Fund balances brought forward at 1 January		17,056	367	17,423	17,220
Fund balances carried forward at 31 December		**17,485**	**22**	**17,507**	**17,423**

Prior year split between unrestricted and restricted appears in Note 15

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

The notes on pages 43-52 form part of these financial statements.

Balance Sheet
As at 31 December 2025

	Notes	2025 £'000	2024 £'000
Current assets			
Debtors	9	1,254	1,883
Cash at bank and in hand		20,694	20,513
Total Current Assets		**21,948**	**22,396**
Creditors			
Amounts falling due within one year	10	4,441	4,973
Net current assets/ (liabilities)		**17,507**	**17,423**
Total assets less current liabilities		**17,507**	**17,423**
Total net assets		**17,507**	**17,423**
Represented by:			
Funds			
Restricted funds		22	367
Designated Funds		6,626	5,011
Unrestricted funds		10,859	12,045
	12	**17,507**	**17,423**

The annual Trustees' report and accounts including notes 1 to 15 were approved and signed on their behalf on 29 April 2026 by:

Charlotte Boyle
Chair of the Board

Keith Felton
Treasurer

The notes on pages 43-52 form part of these financial statements.

Statement of Cash Flows

for the year ended 31 December 2025

	Notes	2025 £'000	2024 £'000
Cash flow from operating activities:			
Net cash used in operating activities	(a)	181	1,454
Change in cash and cash equivalents in the year		181	1,454
Cash and cash equivalents at the beginning of the year		20,513	19,059
Cash and cash equivalents at the end of the year		20,694	20,513

Note (a)

Net movement in funds per the statement of financial activities	84	203
Decrease in debtors	629	29
(Decrease)/Increase in creditors falling due within one year	(532)	1,222
Net cash provided by/used in operating activities	181	1,454

Note (b)	**At**	**Cash**	**At**
Analysis of changes in net debt	**01-Jan-25**	**Flows**	**31-Dec-25**
Cash	1,347	1,552	2,899
Cash equivalents	19,166	(1,371)	17,795
Total	**20,513**	**181**	**20,694**

Notes to the financial statements

for the year ended 31 December 2025

1. General information

United Kingdom for UNHCR is a Charitable Incorporated Organisation registered in England & Wales. The registered address can be found on page 1 and details of the principal activities are set out in the Trustees' Annual Report.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) – 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) (effective 1 January 2015), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following the Charities SORP (FRS 102) published on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

United Kingdom for UNHCR 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.

2.2 Going concern

Trustees have reviewed the latest versions of the organisation's financial plans including what-if scenarios, paying particular attention to the risks to income, reserves, and liquidity levels. The biggest challenges going into the new financial year are the current cost of living crisis and the level of inflation which appears to be lasting for longer than anticipated.

They have concluded that there are sufficient reserves held at year end to create a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future and that it is therefore appropriate to prepare the financial statements on a going concern basis.

2.3 Income

All incoming resources are included in the statement of financial activities when the charity is legally entitled to the income, the amount can be measured with reasonable accuracy and its receipt is probable. When income is received in advance of providing goods or services, it is deferred until the group becomes entitled to the income.

Legacies are recognised when all the three criteria below are met:

a. Establish entitlement – entitlement to Legacies is taken as the earlier of the final estate accounts being approved or cash received.

b. Where receipt is probable – the charity is aware that probate has been granted.

c. The amount is measurable – in practice this could come from final estate accounts, cash received or correspondence from executors/solicitors confirming an amount to be distributed.

For relevant grants, income is accounted for as the charity earns the right to consideration by its performance. Where the grant is received in advance of performance its recognition is deferred and included in creditors. Where entitlement occurs before the grant is received, it is accrued in debtors.

Income from donations is recognised when received.

Gifts in kind donated for distribution are included based on valuation by the UN Refugee Agency and recognised as income when they are distributed to the projects. Gifts donated for resale are included as income when they are sold.

Where the donated good is a fixed asset, it is measured at fair value, unless it is impractical to measure this reliably, in which case the cost of the item to the donor should be used. The gain is recognised as income from donations and a corresponding amount is included in the appropriate fixed asset class and depreciated over the useful economic life in accordance with the charity's accounting policies.

On receipt, donated professional services and facilities are recognised on the basis of the value of the gift to the charity which is the amount it would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

2.4 Expenditure

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

Expenditure on raising funds includes all expenditure incurred by the charity to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the charity's

objectives, as well as any associated support costs.

Grants payable are charged in the year when the offer is made except in those cases where the offer is conditional, such grants being recognised as expenditure when the conditions attaching are fulfilled. Grants offered subject to conditions which have not been met at the year end are noted as a commitment, but not accrued as expenditure.

All expenditure is inclusive of irrecoverable VAT.

Support Costs

Where costs cannot be directly attributed they have been allocated to activities on the basis of each activity's proportion of the aggregate expenditure. Included in support costs are governance costs which are incurred in connection with the administration of the charity and compliance with constitutional and statutory requirements. These include audit fees, legal advice for trustees, costs associated with constitutional and statutory requirements and costs associated with the strategic management of the charity.

The basis of allocation of support costs are reviewed regularly and are explained in detail in note 5(b).

2.5 Tangible fixed assets and depreciation

Tangible fixed assets costing £2,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Office equipment - 33%

2.6 Financial instruments

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

2.7 Pensions

The charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charity to the fund in respect of the year.

2.8 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes. Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

2.9 Critical accounting estimates and areas of judgement

In the application of the charity's accounting policies, which are described in Note 1, Trustees are required to make judgements, estimates, assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

Judgement has been applied in the consideration of what gifts in kind are included in the Charities accounts. Gifts in kind are accounted for where the actual expenditure incurred by a supporting organisation/ partner can be measured reliably and the Charity has received the benefit.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects the current and future periods. In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year. The principal accounting policies, as set out above, have all been applied consistently throughout the year and the preceding year.

Notes to the financial statements
for the year ended 31 December 2025

3. Income from Donations and legacies

	UNRESTRICTED FUNDS 2025 £'000	RESTRICTED FUNDS 2025 £'000	TOTAL FUNDS 2025 £'000	TOTAL FUNDS 2024 £'000
Income from Donations and legacies				
Donations	8,638	9,529	18,167	18,113
Grants	5,504	-	5,504	5,987
Legacies	299	5	304	232
Gifts in kind - Charitable Activities	-	246	246	260
Gifts in kind - Other	-	-	-	314
	14,441	**9,780**	**24,221**	**24,906**
Income from Investments				
Interest from Bank	589	-	589	626
k	**589**	**-**	**589**	**626**
Total	**15,030**	**9,780**	**24,810**	**25,532**
Total - 2024	**14,840**	**10,692**	**25,532**	

The grant income of £5.5 million included in donations above was the annual grant contribution from UNHCR.

4. Expenditure	2025 £'000	2024 £'000
This is stated after charging:		
Auditors remuneration - audit work	36	35
Auditors remuneration - other work	1	3

Notes to the financial statements
for the year ended 31 December 2025

5a. Analysis of total resources expended

	GRANTS TO INSTITUTIONS	ACTIVITIES UNDERTAKEN DIRECTLY	SUPPORT COSTS	2025 TOTAL	2024 TOTAL
	£'000	£'000	£'000	£'000	£'000
Cost of generating funds:					
Fundraising costs	-	7,325	391	7,716	8,171
	-	**7,325**	**391**	**7,716**	**8,171**
Charitable expenditure:					
Costs of activities in furtherance of the charity's objects	15,329	817	864	17,010	17,158
Total charitable activities	**15,329**	**817**	**864**	**17,010**	**17,158**
Total	**15,329**	**8,142**	**1,255**	**24,726**	**25,329**

During the year grant awards amounting to £15,329,000 (2024: £15,526,000) were awarded to UNHCR to support displaced people with urgent relief during emergencies, as well access to education, healthcare and livelihoods.
Activities undertaken directly includes our information awareness activities.

5b. Allocation of Support Costs

	Cost Premises	Office & IT Cost	Staff & Releated Cost	Finance	Governance Costs	2025 TOTAL	2024 TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Fundraising costs	21	150	84	95	41	**391**	**326**
Charitable expenditure	47	331	185	210	91	**864**	**686**
	68	**481**	**269**	**305**	**132**	**1,255**	**1,012**

Basis of apportionment: Total support costs are allocated based on each activity's proportion of the aggregate expenditure. Governance costs incurred in 2025 was £132,000 (2024: £143,000). Governance costs include staff time spent on this activity, external audit fees, Trustee recruitment costs and direct costs incurred by the board and it's sub-committees.

Notes to the financial statements
for the year ended 31 December 2025

6. Employees

	2025 £'000	2024 £'000
Salaries	2,568	2,355
National Insurance contributions	305	226
Employer's pension contributions	208	190
	3,081	**2,771**

	2025	2024
The average number of persons employed by the charity during the year was as follows:	**55**	**53**

7. Remuneration of the charity's key management personnel

The key management personnel of the charity include the Trustees, Chief Executive, Director of Communications & Corporate Affairs, Director of Fundraising, Director of Finance, Director or People and Director of Growth & Strategy.

	2025 £'000	2024 £'000
Total Remuneration of Key Management Personnel	**616**	**538**

The number of employees receiving remuneration of over £60,000 for the year was as follows:

	2025	2024
£60,001 - £70,000	5	2
£70,001 - £80,000	-	1
£80,001 - £90,000	3	2
£90,001 - £100,000	1	-
£100,001 - £110,000	-	-
£110,001 - £120,000	-	1
£120,001 - £130,000	1	-

The pension costs in respect of these employees amounted to £63,233 (2024: £39,563)

8. Trustees' remuneration and expenses

None of the trustees received any remuneration during the year. (2024: NIL). No Trustees incurred expenses in the year. (2024 - £1,052).

Notes to the financial statements
for the year ended 31 December 2025

9. Debtors	2025 £'000	2024 £'000
Trade debtors	666	570
Other debtors	62	15
Accrued income and prepayments	526	1,298
	1,254	**1,883**

10. Creditors amounts falling due within one year	2025 £'000	2024 £'000
Trade creditors	14	333
Tax & Social Security	79	62
Amounts owed to UNHCR	3,564	4,455
Other Creditors	5	5
Accruals	279	118
Deferred income	500	-
	4,441	**4,973**

11. Deferred Income	2025 £'000	2024 £'000
Deferred income brought forward	-	695
Less: Amount used in the year	-	(695)
Resources deferred during the year	500	-
Deferred income carried forward	**500**	**-**

Notes to the financial statements
for the year ended 31 December 2025

12.a. Statement of Funds - 2025

		FUND BALANCE B/F £'000	INCOME £'000	EXPENDITURE £'000	TRANSFERS £'000	FUND BALANCE C/F £'000
Restricted Funds						
Underfunded Emergencies		-	505	5,543	5,038	-
Sudan Emergency		-	1,491	1,491	-	-
Ukraine Emergency	(a)	-	1,347	1,325	-	22
Refugee Education Programmes		-	1,285	1,535	250	-
Refugee led Community Interventions		367	1,077	1,444	-	-
Winter Emergencies		-	1,004	1,004	-	-
Myanmar Emergency		-	753	753	-	-
Ethiopia Emergency		-	710	746	36	-
South Sudan Emergency		-	464	481	17	-
Afghanistan Emergency		-	352	352	-	-
Climate related Emergencies		-	97	97	-	-
Other Relief Operations		-	695	815	120	-
Total Restricted Funds		**367**	**9,780**	**15,586**	**5,461**	**22**
Designated Funds						
Designated Development Fund	(b)	1,911	-	335	3,500	5,076
Designated Growth Fund	(c)	3,100	-	-	(1,550)	1,550
		5,011	**-**	**335**	**1,950**	**6,626**
General fund						
General fund	(d)	12,045	15,030	8,805	(7,411)	10,859
Total unrestricted		**17,056**	**15,030**	**9,140**	**(5,461)**	**17,485**
Total Funds		**17,423**	**24,810**	**24,726**	**-**	**17,507**

(a) Substantial restricted donations were received for our emergency appeals to support the ongoing displacement in Ukraine. Some of these gifts were received during the last quarter of the financial year and therefore will be spent in 2026.

(b) In 2022 Trustees designated £2,500,000 of unrestricted funds to support strategic projects aimed at future growth including investing in our fundraising activities. This fund had an opening balance of £1,911,000. Projects approved during the year totalled £335,000. To support the deficit budgets agreed by Trustees the next three years, the Trustees replenished the Development fund in December 2025 and designated a further £3,500,000 to support organisational growth and the planned deficit budgets for 2026, 2027 and 2028.

(c) In 2023 a new designated fund was created to fund additional charitable activities to support those who are forced to flee. Additional grant awards totalling £1.6 million were made during the year and supported underfunded emergencies and refugee education. This fund will be fully utilised by the end of 2026.

(d) In addition to replenishing the Development Fund, during the year Trustees awarded £3,800,000 of unrestricted funds to UNHCR's Underfunded Emergencies Fund. This fund enables UNHCR to respond to new humanitarian emergencies worldwide, as well as supports the delivery of life-saving assistance and longer-term solutions in situations of protracted displacements and deepening crises. A further £53,000 of unrestricted funds was directed to emergency responses in Ethiopia and South Sudan.

Notes to the financial statements
for the year ended 31 December 2025

12.b. Statement of Funds - 2024

	FUND BALANCE B/F	INCOME	EXPENDITURE	TRANSFERS	FUND BALANCE C/F
	£'000	£'000	£'000	£'000	£'000
Restricted Funds					
Underfunded Emergencies		359	4,825	4,466	-
Ukraine Emergency		1,334	1,334	-	-
Afghanistan Emergency		248	248	-	-
Winter Emergencies		1,380	1,380	-	-
Libya Floods Emergency	95	16	111	-	-
Yemen Emergency		350	350	-	-
Ethiopia Emergency		595	795	200	-
Climate related Emergencies		543	543	-	-
Sudan Emergency		818	818	-	-
Lebanon Emergency		1,334	1,334	-	-
Refugee led Community Interventions		2,113	1,996	250	367
Refugee Education Programmes		653	903	250	-
Syria Emergency		208	208	-	-
Other Relief Operations		741	866	125	-
Total Restricted Funds	**95**	**10,692**	**15,711**	**5,291**	**367**
Designated Funds					
Designated Development Fund	2,283	-	372	-	1,911
Designated Growth Fund	4,675		-	(1,575)	3,100
	6,958	**-**	**372**	**(1,575)**	**5,011**
General fund					
General fund	10,167	14,840	9,246	(3,716)	12,045
Total unrestricted	**17,125**	**14,840**	**9,618**	**(5,291)**	**17,056**
Total Funds	**17,220**	**25,532**	**25,329**	**-**	**17,423**

Notes to the financial statements
for the year ended 31 December 2025

13.a. Analysis of net assets between funds - 2025

	Unrestricted Funds 2025 £'000	Restricted Funds 2025 £'000	Total Funds 2025 £'000
Current assets	21,926	22	21,948
Creditors due within one year	(4,441)	-	(4,441)
	17,485	**22**	**17,507**

13.b.Analysis of net assets between funds - 2024

	Unrestricted Funds	Restricted Funds	Total Funds
	£'000	£'000	£'000
Current assets	22,029	367	22,396
Creditors due within one year	(4,973)	-	(4,973)
	17,056	**367**	**17,423**

14. Related Party Transactions

The Trustees in office during the year are listed on page 35.

No Trustees donations were received in 2025 (2024: £97,300). None of these donations had any conditions attached which required the charity to alter the nature of its activities. No donations were received from other related parties in the year (2024:None).

Notes to the financial statements
for the year ended 31 December 2025

15. SOFA split for prior year (2024) between restricted and unrestricted

	UNRESTRICTED FUNDS 2024 £'000	RESTRICTED FUNDS 2024 £'000	TOTAL FUNDS 2024 £'000
Income from:			
Donations and Legacies	14,214	10,692	**24,906**
Investments	626	-	**626**
Total Income	**14,840**	**10,692**	**25,532**
Expenditure on:			
Raising funds	8,171	-	8,171
Charitable activities	1,447	15,711	17,158
Total expenditure	**9,618**	**15,711**	**25,329**
Transfers between funds	(5,291)	5,291	-
Net Movement in funds	**(69)**	**272**	**203**
Reconciliation of Funds:			
Fund balances brought forward at 1 January	17,125	95	**17,220**
Fund balances carried forward at 31 December	**17,056**	**367**	**17,423**



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