20 / 20
LEVELS

20/20 LEVELS

Registered charity number 1198285

TRUSTEES' ANNUAL REPORT

AND FINANCIAL STATEMENTS

For the year ended 31 December 2025

CONTENTS

Annual Report 3

Independent Examiners Report 12

Statement of Financial Activities 13

Balance Sheet 14

Notes forming part of the Financial Statements 15

Reference and Administrative Details

Charity name	20/20 Levels
Charity registration number	1198285
Date registered	17 March 2022 (as amended 4 January 2023 and 16 March 2023)
Legal structure	Charitable Incorporated Organisation (CIO) — Foundation model
Governing document	CIO Constitution
Principal / registered office	2nd floor, 26 Goodge Street, W1T 2QG London
Trustees (served during the year)	Muvirimi Kupara *(Chairperson),* (Appointed 2 January 2025); Caroline Vincent *(Treasurer)*, (Appointed 2 January 2025); Andy Crysell *(Trustee)*; (Appointed 2 January 2025) Isolyn Donaldson-Ellison *(Trustee)*; Mary Gibson *(Trustee)*; Anton Ruddock *(Trustee)*; Hannah Siaw *(Trustee)* Maxine Whittaker *(Trustee),* (Appointed 28th March 2024, resigned 28th March 2025)
Chief Executive Officer	Duro Oye (Founder & CEO)
Independent Examiner	Cocke Vellacott & Hill Chartered Accountants, Unit 15 City Business Centre, Lower Road, London SE16 2XB
Bankers	Metro Bank PLC, HSBC

Trustees' Annual Report for the year ended 31 December 2025

Our vision

To create a society where opportunities are readily available to all young people, regardless of race or socioeconomic background.

Our mission

To empower Black and racially underrepresented young people through opportunities to maximise their potential.

Our values

We Own It And We Are On It!
We Are Selfless Leaders!
We Are / Create A Safe Space!
We Choose Positivity Over Everything!
We Are For You And With You!

Objectives and Activities

Our charitable objects

For the public benefit, to advance in life and relieve the needs of young people who are from a socially and economically disadvantaged background in particular but not exclusively through the provision of:

A. Mentoring, training and education courses in entrepreneurship, business, and the seeking and retention of employment and other life skills;
B. Financial assistance, tools, equipment or such other items as shall in the opinion of the trustees be of assistance to enable the young person to pursue and develop their idea as a business venture or further develop their commercial and business skills;
C. Assistance to find and retain employment through placement programmes, and such other ways as may in the opinion of the trustees be thought fit or of assistance to relieve the needs of young people; and
D. Education and the raising of awareness within the wider community and amongst potential employers of the needs of young people from a socially and economically disadvantaged background.

Our programmes

20/20 Levels delivers its work through a four-stage model Engage, Develop, Connect and Support, reaching young people through communities and partners, building skills and direction, connecting them to mentors and employers, and continuing the journey through the alumni network. In 2025 we delivered our two flagship programmes, I Am Change and Levels, alongside our Talent and alumni work.

I Am Change

A structured programme focused on personal development, confidence and career direction. In 2025 we delivered three cohorts, comprising 66 sessions and 132 hours of learning and development, supported by 60 mentoring relationships and over 350 hours of mentoring.

Levels

A business development programme for young founders, combining masterclasses, mentoring and a funding pitch. In 2025 we delivered three cohorts, including 36 hours of business masterclasses and over 300 hours of mentoring across four Pitch Nights. Fifty-two founders were supported via mentorship, and £28,000 was awarded in equity-free grants.

Talent and alumni

Our Talent work shifted from general employability towards long-term career sustainability, focusing on high-growth sectors including data analytics, project management and technology. An established peer-to-peer model saw senior alumni return to support new cohorts. During the period, 72 alumni secured confirmed roles, and 15 organisations engaged in our flagship job fairs, including 12 direct employers, representing a 66% growth in hiring power since 2023. A bespoke assessment day with Virgin Media O2 resulted in five alumni being offered and accepting roles in a single day.

Mentoring

Mentoring is a core part of all programmes. Participants are matched with mentors who provide guidance, accountability and insight into professional environments.

Volunteers

Volunteers are central to how we deliver. Mentors provide one-to-one guidance across all programmes; a network of facilitators, ambassadors and freelancers extends our reach into every session; and corporate volunteers support alumni directly. During the year, Virgin Media O2 alone mobilised over 56 corporate volunteers to provide one-to-one feedback to our alumni.

Mentors - 57
Judges - 13 (awarding 3 grants to young entrepreneurs)
Masterclass facilitators - 16 (providing expert insight on related topics from both a business and professional perspective)

Public benefit statement

The trustees confirm that they have had regard to the guidance issued by the Charity Commission on public benefit when reviewing the charity's aims and objectives and in planning future activities. The trustees consider that the activities described in this report providing skills, confidence, mentoring and employment and entrepreneurship pathways to Black and racially underrepresented young people facing barriers linked to race, gender or income deliver public benefit in line with the charity's objects, and that no private benefit arises beyond what is incidental and necessary to carrying out those objects.

Achievements and Performance

Our impact in numbers

Impact measure	2025	2024
Young people supported on our programmes	202	270
Participants who received mentoring	112	142
Mentors / volunteers supporting young people	86	135
People helped into employment	72	67
Alumni who received post-programme coaching	85 (132 interactions)	61 (94 interactions)
Events hosted	15	13
Alumni attending events	498	322

The number of young people supported fell from 270 in 2024 to 202 in 2025, reflecting a deliberate shift towards more intensive support. This approach contributed to stronger employment outcomes, with 72 young people securing employment compared with 67 in the previous year.

Case study

NK's journey across 2025 provides a perfect narrative of an alumnus moving from initial assessment loops to an extraordinary permanent corporate outcome.

Case Study Snapshot: NK

- Initial Status (Early 2025): Vetted as a high-potential but unplaced candidate; funnelled into the high-volume corporate pipeline for the Tesco Merchandiser Assessment Days.
- The 2025 Development Block: Placed into an intensive business planning and sales internship at Converse. Following a massive corporate reorg where his original line manager was made redundant, NK faced a steep learning curve. He was forced to work completely independently across two separate departments, manage the physical

showroom solo during senior leadership absences and handle software with zero formal training.

- The Strategic Pivots: Rather than becoming overwhelmed, our 1:1 coaching sessions focused on long-term career building. He was advised to run a "360-degree feedback check" with the separate managers he reported to, systematically logging his performance gaps to prepare him for life after graduate/intern tracks.
- The Breakthrough: He was directed towards the Landsec Future Early Careers Insight Week. His final project presentation went so far "above and beyond expectations" that senior management immediately noted they must keep him.
- The Ultimate 2026 Outcome: NK officially accepted a permanent position as a Junior Business Analyst at Landsec, hitting his two-year career goal by stepping in to take over the analytical portfolio previously managed by external consultants from Deloitte.

Testimonial

"The programme has shown me gaps and how to fill them. It made me realise that my options are only limited if I don't take the initiative to grow."- *KT, I Am Change Alumnus*

"In the 6 months, I have learnt a lot. The most important thing was to make some money… and after 6 months, I now realise the most important thing is time." - *JM, Levels Alumnus*

"I recommend it to everyone I come across. Not only has it helped me reframe my perception of reality but also the one of myself. It has helped me to clearly communicate my ideas and thoughts across. It has helped reframe my mindset and look at all things positively or have a more neutral perspective on things. It has equipped me with the tools and knowledge to progress down my career path" - *DO, I Am Change, Alumna*

"It was so refreshing to connect with people who are genuinely motivated and ambitious. I met great people on the programme, the staff genuinely cared about us and there are endless opportunities to upskill and work with great people" - *EN, I Am Change, Alumna*

Key highlights of the year

1. The "Town Hall" Moment: An alumnus addressed over 1,000 corporate staff at American Express GBT Global Town Hall, showcasing the lived experience of the 20/20 programme to global leadership.
2. Direct Pipeline Success: A bespoke assessment day for Virgin Media O2 resulted in 5 alumni being offered and accepting roles simultaneously.
3. Tech Day 2025: A sold-out collaboration with Virgin Media O2 and Amazon Web Services provided 40 alumni with an immersive workshop on AI and technical career pathways.

4. Industry Integration: Launched the 'Win Programme' with Greater London Authority and the Mayor's Office. Inclusive Talent Brokerage (ITB) program, securing grant funding to match job-ready alumni with London's growth sectors through September 2026.
5. Specialised Mentorship: Established a "Shadowing" pipeline with American Express GBT, allowing alumni to spend "a day in the life" of HR and Finance departments.
6. Expanded Reach: Solidified new engagement routes with Thames Water, CBRE, and the Civil Service Fast Stream.

Financial Review

Result for the year and financial position

The charity ended the year with a net surplus of £36,877 (2024: net deficit of £74,178), increasing total funds from -£8,815 at the beginning of the year to £28,062 at 31 December 2025. This improvement reflects a significant increase in income during the year, which rose to £710,857 (2024: £533,899), alongside continued prudent financial management and careful control of expenditure, which totalled £673,980 (2024: £608,078).

The increase in income was driven by growth in both unrestricted donations and grants and restricted funding secured from corporate partners, trusts and foundations to support the delivery of the charity's employability and entrepreneurship programmes. During the year, the charity continued to invest in programme delivery, fundraising capacity and organisational infrastructure in line with its 2026–2028 strategy. Some grant income received during the year is restricted for delivery in future periods, resulting in a balance of restricted funds being carried forward at year end. The year-end position also reflects the normal timing differences between income received, programme delivery, accrued expenditure and other commitments outstanding at the balance sheet date.

The Trustees are pleased that the charity has made significant improvement to the unrestricted funds position and believe the year-end reserves provide a stronger platform from which to continue delivering the charity's mission whilst investing in organisational resilience and future growth.

Principal funding sources

During the year the charity worked with a range of corporate partners, funders and community organisations, including American Express GBT, Landsec, Virgin Media O2, Converse, Bank of America, the Mayor of London / Greater London Authority, the Rank Foundation, the Julia Rausing Trust and the Quintessentially Foundation.

Reserves policy

The charity's policy is to hold unrestricted free reserves equivalent to approximately three months' operating expenditure. On 31 December 2025, unrestricted funds were -£4,038, (2024: -£29,615), which remains below the Trustees' target level.

Unrestricted reserves remained negative at the year end, below our policy of holding approximately three months' expenditure. The trustees plan to restore a positive position by growing unrestricted income through corporate partnerships and events, and controlling overheads. Our ambition is to build towards the policy target over the next three years, with progress monitored through monthly management accounts.

Restricted Income

To reflect the nature and timing of grant funding received, financial reporting requirements and ongoing programme commitments, funds received for specific purposes are recognised as restricted funds. At 31 December 2025, restricted funds totalled £32,100 (2024: £20,800). These funds will be applied to the delivery of programmes and activities in accordance with the conditions set out by the respective funders.

Going concern

In assessing whether the going concern basis is appropriate, the trustees have considered the charity's financial position, its reserves, and forecasts for the foreseeable future, together with the assumptions underlying those forecasts and the principal risks affecting them. Having made these enquiries, the trustees have a reasonable expectation that the charity will be able to continue in operation and meet its liabilities as they fall due for at least twelve months from the date of approving this report. For this reason, the trustees continue to adopt the going concern basis in preparing the financial statements.

Plans for Future Periods

The next phase is focused and deliberate. Over the coming year the charity intends to:

- Expand programme delivery and reach more young people, including through more flexible delivery.
- Strengthen employer partnerships and build clearer pathways into work and enterprise.
- Improve outcomes through stronger participant support and grow the alumni community.
- Improve data and impact measurement and build scalable systems and infrastructure.
- Continue the WIN Inclusive Talent Brokerage programme with the Greater London Authority, matching job-ready alumni to London's growth sectors.

Structure, Governance and Management

Constitution and registration

20/20 Levels is registered with the Charity Commission under number 1198285 as a Charitable Incorporated Organisation (Foundation model). It was registered on 17 March 2022, as amended on 4 January 2023 and 16 March 2023, and is governed by its CIO constitution.

Governance and the Board

The charity is governed by its Board of Trustees, who are listed in the Reference and Administrative Details section of this report. All trustees give their time voluntarily and receive no remuneration. No trustee expenses were paid during the year (2024: none). And there were no related party transactions.

The pay of the Chief Executive Officer and other senior staff is reviewed annually by the Remuneration Committee, a sub-committee of the Board, and its recommendations are approved by the full Board. In setting pay, the Committee considers the responsibilities of the role, individual performance, pay for comparable roles in charities of a similar size, and the charity's financial position. The Chief Executive Officer does not take part in decisions about their own pay.

Meetings and committees

The Board met 6 times during 2025, supported by its Finance, Operations and Remuneration sub-committees.

Trustee appointment, induction and training

The appointment of new trustees is governed by the CIO constitution. The trustees carry out a skills audit to identify gaps on the Board, and recruitment is informed by that analysis. A selection panel of at least three members assesses applications and makes appointment decisions.

Risk management

The Trustees regularly review the principal risks facing the charity and have appropriate systems and controls in place to mitigate them. Key risks include financial sustainability and funding diversification, safeguarding, data protection, operational resilience and dependency on key personnel, and reputational risk associated with partnerships. These risks are monitored through regular Board oversight, financial reporting, robust policies and procedures, staff training, and ongoing review of the charity's risk register. The Trustees are satisfied that appropriate measures are in place to manage these risks effectively.

Statement of Trustees' Responsibilities

The Trustees are responsible for preparing the annual report and the financial statements in accordance with applicable law and the United Kingdom Generally Accepted Accounting Practice.

Law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the Charity's financial activities during the year and of its financial position at the end of the year. In preparing those financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the applicable Charities SORP
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

The Trustees are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and which enable them to ascertain the financial position of the Charity and enable them to ensure that the financial statements comply with the Charities Act 2011 and the applicable Charities SORP. 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.

Approval

This report was approved by the Board of Trustees on 30/10/2026 and signed on its behalf by:



Signed:
Caroline Vincent, Treasurer
Date: 30/10/2026

Cocke, Vellacott & Hill
CHARTERED ACCOUNTANTS

Unit 15 City Business Centre
Lower Road
LONDON
SE16 2XB

Tel: 020 7394 1717
E-mail: info@cvhaccountants.co.uk
Web: www.cvhaccountants.co.uk

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF 20/20 LEVELS

I report to the charity trustees on my examination of the accounts of 20/20 Levels ("the charity") for the year ended 31 December 2025.

RESPONSIBILITIES AND BASIS OF REPORT

As the charity's trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the 2011 Act").

I report in respect of my examination of your charity's accounts as carried out under section 145 of the 2011 Act ("the 2011 Act"). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

INDEPENDENT EXAMINER'S STATEMENT

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

(1) accounting records were not kept in respect of the charity as required by section 130 of the Act; or

(2) the accounts do not accord with those records; or

(3) the accounts do not comply with the applicable requirements concerning the form and contents of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a "true and fair" view which is not a matter considered as part of an independent examination.

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

David Warren

DAVID WARREN BA FCA
Cocke, Vellacott & Hill
Unit 15 City Business Centre
Lower Road
LONDON
SE16 2XB

30 October 2026

Cocke, Vellacott & Hill is a partnership registered to carry out audit work in the UK by the Institute of Chartered Accountants in England and Wales. Details of our audit registration can be viewed at www.auditregister.org.uk under reference number C005310520.

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	Unrestricted funds £	Restricted income funds £	Total 2025 £	2024 £
Incoming resources	3				
Income and endowments from:					
Donations and legacies	4	626,312	77,100	703,412	526,585
Charitable activities		2,445	0	2,445	5,364
Other trading activities		0	5,000	5,000	1,950
Other		0	0	0	0
Total		628,757	82,100	710,857	533,899
Resources expended	5				
Expenditure on:					
Raising funds		62,465	22,303	84,768	7,765
Charitable activities		540,715	48,497	589,212	600,312
Other		0	0	0	0
Total		603,180	70,800	673,980	608,078
Net income/(expenditure)		25,577	11,300	36,877	(74,178)
Transfers between funds		0	0	0	0
Net movement in funds		25,577	11,300	36,877	(74,178)
Reconciliation of funds:					
Total funds brought forward		(29,615)	20,800	(8,815)	65,363
Total funds carried forward		(4,038)	32,100	28,062	(8,815)

The notes on pages 15 to 24 form part of these financial statements.

BALANCE SHEET
AS AT 31 DECEMBER 2025

	Notes	Unrestricted funds	Restricted income funds	Total 2025	Total 2024
		£	£	£	£
Fixed assets					
Tangible assets	7	743	0	743	1,483
Total fixed assets		743	0	743	1,483
Current assets					
Debtors	8	0	10,000	10,000	830
Cash at bank and in hand	9	23,794	22,100	45,894	13,219
Total current assets		23,794	32,100	55,894	14,049
Creditors: amounts falling due within one year	10	28,575	0	28,575	24,347
Net current assets/(liabilities)		(4,781)	32,100	27,319	(10,299)
Total assets less current liabilities		(4,038)	32,100	28,062	(8,815)
Total net assets or liabilities		(4,038)	32,100	28,062	(8,815)
Funds of the Charity					
Restricted income funds			32,100	32,100	20,800
Unrestricted funds		(4,038)		(4,038)	(29,615)
Revaluation reserve				0	0
Total funds		**(4,038)**	**32,100**	**28,062**	**(8,815)**

The notes on pages 15 to 24 form part of these financial statements.

Approval

Signed on behalf of all the Trustees

Signed: Caroline Vincent (Oct 30, 2026 15:45:06 GMT)

Caroline Vincent, Treasurer

Date: 30/10/2026

NOTES TO THE ACCOUNTS
FOR THE PERIOD ENDED 31 DECEMBER 2025

Note 1 **Summary of significant accounting policies and key accounting estimates**

The principal accounting policies applied in th epreparation of the financial statements are set out below. These policies have been consistently applied to all the periods presented unless otherwise stated.

1.1 BASIS OF ACCOUNTING

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

1.2 STATEMENT OF COMPLIANCE

The accounts have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (IFRS 102) issued in October 2019 and with the Charities Act 2011.

The charity constitues a public benefit as defined by FRS 102.

1.3 GOING CONCERN

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern. As set out in more detail in the Trustee's annual report.

The Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The Trustees therefore continue to adopt going concern basis of accounting in preparing the accounts.

NOTES TO THE ACCOUNTS
FOR THE PERIOD ENDED 31 DECEMBER 2025

Note 2 **Accounting policies**

2.1 INCOME

Recognition of income

These are included in the Statement of Financial Activities (SoFA) when:

- the charity becomes entitled to the resources;
- it is more likely than not that the trustees will receive the resources; and
- the monetary value can be measured with sufficient reliability.

Offsetting

There has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the FRS 102 SORP or FRS 102.

Grants and donations

Grants and donations are only included in the SoFA when the general income recognition criteria are met (5.10 to 5.12 FRS102 SORP).

In the case of performance related grants, income must only be recognised to the extent that the charity has provided the specified goods or services as entitlement to the grant only occurs when the performance related conditions are met (5.16 FRS 102 SORP).

Government grants

The charity received government grant income of £42,100 from the Greater London Authority during the year (2024: £10,000). This income has been recognised in accordance with the charity's accounting policy for grants and donations.

Foreign Currency

Where sums originally denominated in foreign currency have been included in income, those sums have been translated into sterling at the monhtly avergae exchange rate for transactions occuring in that month.

Contractual income and performance related grants

This is only included in the SoFA once the charity has provided the related goods or services or met the performance related conditions.

Donated goods

Donated goods are measured at fair value (the amount for which the asset could be exchanged) unless impractical to do so.

The cost of any stock of goods donated for distribution to beneficiaries is deemed to be the fair value of those gifts at the time of their receipt and they are recognised on receipt. In the reporting period in which the stocks are distributed, they are recognised as an expense at the carrying amount of the stocks at distribution.

Donated goods for resale are measured at fair value on initial recognition, which is the expected proceeds from sale less the expected costs of sale, and recognised in 'Income from other trading activities' with the corresponding stock recognised in the balance sheet. On its sale the value of stock is charged against 'Income from other trading activities' and the proceeds from sale are also recognised as 'Income from other trading activities'.

Goods donated for on-going use by the charity are recognised as tangible fixed assets and included in the SoFA as incoming resources when receivable.

Gifts in kind for use by the charity are included in the SoFA as income from donations when receivable.

Donated services and facilities

Donated services and facilities are included in the SOFA when received at the value of the gift to the charity provided the value of the gift can be measured reliably.

Donated services and facilities that are consumed immediately are recognised as income with an equivalent amount recognised as an expense under the appropriate heading in the SOFA.

NOTES TO THE ACCOUNTS
FOR THE PERIOD ENDED 31 DECEMBER 2025

Note 2 Accounting policies

2.1 INCOME

Volunteer help	The value of any voluntary help received is not included in the accounts but is described in the trustees' annual report.
Income from interest, royalties and dividends	This is included in the accounts when receipt is probable and the amount receivable can be measured reliably.

2.2 EXPENDITURE AND LIABILITIES

Support costs	The charity has incurred expenditure on support costs.
Liability recognition	Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charity to pay out resources and the amount of the obligation can be measured with reasonable certainty.
Governance and support costs	Support costs have been allocated between governance costs and other support. Governance costs comprise all costs involving public accountability of the charity and its compliance with regulation and good practice. Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, eg allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.
Redundancy cost	The charity made no redundancy payments during the reporting period.
Deferred income	No material item of deferred income has been included in the accounts.
Creditors	The charity has creditors which are measured at settlement amounts less any trade discounts
Provisions for liabilities	A liability is measured on recognition at its historical cost and then subsequently measured at the best estimate of the amount required to settle the obligation at the reporting date
Basic financial instruments	The charity accounts for basic financial instruments on initial recognition as per paragraph 11.7 FRS102 SORP. Subsequent measurement is as per paragraphs 11.17 to 11.19, FRS102 SORP.
Pension	The charity operates a defined contribution workplace pension scheme and the pension charge represents the amounts payable by the charity to the fund in respect of the year.

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE PERIOD ENDED 31 DECEMBER 2025

2.3 ASSETS

Tangible fixed assets for use by charity	These are capitalised if they can be used for more than one year, and cost at least £500 They are valued at cost or if gifted, at the value to the charity on receipt. Depreciation is calculated at a rate to write off the cost less estimated residual value of tangible fixed assets over its expected life. - Computer Equipment 3 Years Straight Line
Debtors	Debtors (including trade debtors and loans receivable) are measured on initial recognition at settlement amount after any trade discounts or amount advanced by the charity. Subsequently, they are measured at the cash or other consideration expected to be received.
Cash and cash equivalents	Cash and cash equivalents include cash in hand, deposits held at call with banks and other short-term liquid investments with original maturities of three months or less.
Fund structure	Unrestricted income funds are general funds that are available for use at the trustees discretion in furtherance of the objectives of the charity. Restricted income funds are those donated for use in a particular area or for a specific purpose, the use of which is restricted to that area or purpose.

Note 3 Analysis of income

	Analysis		Unrestricted funds	Restricted income funds	Total 2025 £	Total 2024 £
Donations and legacies:	Corporations		259,571	35,000	294,571	115,150
	Individuals		41,241	-	41,241	8,789
	Trusts & Foundations		325,500		325,500	392,646
	Government grants		-	42,100	42,100	10,000
	Other		-	-	-	-
		Total	**626,312**	**77,100**	**703,412**	**526,585**
Charitable activities:	Workshops		850	-	850	1,350
	Speaking engagements			-	-	347
	Other		1,595		1,595	3,667
		Total	2,445	-	2,445	5,364
Other trading activities:	Recruitment			5,000	5,000	1,700
	Other			-	-	250
		Total	-	5,000	5,000	1,950
TOTAL INCOME			**628,757**	**82,100**	**710,857**	**533,899**

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE PERIOD ENDED 31 DECEMBER 2025

Note 4 **Donated goods, facilities and services**

	This year £	Last year £
Legal support - Pro Bono	-	-
Other	-	-
	-	-

Donated services and facilities

Donated services and facilities are included in the SOFA when received at the value of the gift to the charity provided the value of the gift can be measured reliably.

Donated services and facilities that are consumed immediately are recognised as income with an equivalent amount recognised as an expense under the appropriate heading in the SOFA.

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE PERIOD ENDED 31 DECEMBER 2025

Note 5 **Analysis of expenditure**

		This year			Last year		
	Analysis	**Unrestricted funds**	**Restricted income funds**	**Total funds £**	**Unrestricted funds**	**Restricted income funds**	**Total funds £**
Expenditure on raising funds:	Fundraising	34,316	22,303	56,619	0	0	0
	Consultants	15,502	0	15,502	0	0	0
	Promotional	8,294	0	8,294	7,765	0	7,765
	Website Development and maintenance	4,353	0	4,353	0	0	0
	Total expenditure on raising funds	**62,465**	**22,303**	**84,768**	**7,765**	**0**	**7,765**
Expenditure on charitable activities:	Computer & Internet	9,864	0	9,864	34,976	0	34,976
	Consultancy Costs	18,982	0	18,982	10,058	0	10,058
	Depreciation	1,339	0	1,339	1,254	0	1,254
	Entertaining	14	0	14	2,323	0	2,323
	Events & Graduations	39,263	0	39,263	45,245	0	45,245
	Gifts	364	0	364	3,191	0	3,191
	Grant making	28,000		28,000	0	0	0
	Insurance	2,446	0	2,446	2,374	0	2,374
	Payroll Expenses*	330,276	35,653	365,929	362,661	14,400	377,061
	Printing and stationery	180		180	4,818	0	4,818
	Rent	20,547		20,547	22,701		22,701
	Tax, NI and Pension Contributions*	37,747	5,147	42,895	40,700		40,700
	Telephones	287	0	287	54	0	54
	Training	126	0	126	111	0	111
	Travelling expenses	14,575		14,575	17,439		17,439
	Workshops	13,111	0	13,111	3,360	0	3,360
				0			0
	Support and governance		0	0	0	0	0
	Audit & Accounting Fees	21,657	0	21,657	18,942	0	18,942
	Office & Administration	1,937	7,697	9,634	14,500	0	14,500
	Professional Fees (including in kind support)			0	1,200	0	1,200
	Total expenditure on charitable activities	**540,716**	**48,497**	**589,213**	**585,912**	**14,400**	**600,312**
	TOTAL EXPENDITURE	**603,180**	**70,800**	**673,980**	**593,678**	**14,400**	**608,078**

*** Other information**

During the current year, an error was identified in the reported 2024 classification of Payroll Expenses and Tax, NI and Pensions Contributions. The total paid was correct at £417,761, but incorrectly stated allocation between the two. As a result, the accompanying financial statements for 2024 have been restated to correct this error. This adjustment increased Payroll Expenses by £90,694 and decreased the total Tax, NI and Pensions Contributions line by the same amount. There was no impact on the Charity's total expenditure.

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE PERIOD ENDED 31 DECEMBER 2025

Note 6 Paid employees

6.1 Staff Costs

	This year	Last year
	£	£
Salaries and wages	365,929	377,061
Social security costs	45,729	37,739
Deduction of Employers Allowance	(10,500)	(5,000)
Pension costs (defined contribution scheme)	7,665	7,961
Other employee benefits	60	-
Total staff costs	408,883	417,761

One employee received employee benefits (excluding employer pension costs) for the reporting period of more than £60,000

Band	Number of employees	
	This year	Last year
£60,000 to £69,999	-	-
£70,000 to £79,999	1	1
£80,000 to £89,999	-	-
£90,000 to £99,999	-	-
£100,000 to £109,999	-	-

	This year	Last year
	£	£
Total amount paid to key management personnel (includes trustees and senior management) for their services to the charity, including expenses reimbursed. For specific amounts paid to trustees, see Note 12.	75,180	84,095

6.2 Average head count in the year

	This year	Last year
	Number	Number
Total	9	10

NOTES TO THE ACCOUNTS (CONTINUED) FOR THE PERIOD ENDED 31 DECEMBER 2025

Note 7 Tangible fixed assets

7.1 Cost or valuation

	Computer Equipment £	Total £	Last year £
At the beginning of the year	3,761	**3,761**	3,761
Additions	598	**598**	-
Revaluations	-	**-**	-
Disposals	-	**-**	-
Transfers	-	**-**	-
At end of the year	**4,359**	**4,359**	**3,761**

7.2 Depreciation and impairments

At beginning of the year	2,278	2,278	1,024
Disposals	-	-	-
Depreciation	1,339	1,339	1,254
Impairment	-	-	-
Transfers	-	-	-
At end of the year	3,617	3,617	2,278

7.3 Net book value

Net book value at the beginning of the year	1,483	1,483	2,737
Net book value at the end of the year	743	743	1,483

8.1 Analysis of debtors

	This year £	Last year £
	-	-
Trade debtors	10 000	-
Prepayments and accrued income	-	-
Other debtors		830
Total	10 000	830

Note 9 Cash at bank and in hand

	This year £	Last year £
Cash at bank and on hand	45 894	13 219
Other	-	-
Total	45 894	13 219

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE PERIOD ENDED 31 DECEMBER 2025

Note 10 Creditors and accruals

10.1 Analysis of creditors

Amounts falling due within one year

	This year	Last year
	£	£
Trade creditors	7 760	-
Accruals and deferred income	10 356	4 900
Taxation and social security	9 106	18 137
Other creditors	1 353	1 310
Total	28 575	24 347

Note 11 Charity funds

11.1 Details of material funds held and movements during the CURRENT reporting period

Key: PE - permanent endowment funds; EE - expendible endowment funds; R - restricted income funds, including special trusts, of the charity; and U - unrestricted funds

Fund names	Type PE, EE R or UR *	Purpose and Restrictions	Fund balances brought forward £	Income £	Expenditure £	Transfers £	Gains and losses £	Fund balances carried forward £
American Express	R	Grant for COO role	20 800		(20 800)	-	-	-
Greater London Authority	R	BDM salary and Talent and Engagement delivery.	-	42 100	(20 000)			22 100
Landsec	R	I Am Change delivery costs.	-	25 000	(25 000)	-	-	-
Leo Lion Foundation	R	Grant for Pitch Night	-	10 000				10 000
Other Trading Income	R	Job placement income	-	5 000	(5 000)			-
		Total Restricted	**20 800**	**82 100**	**(70 800)**	**-**	**-**	**32 100**
Unrestricted Funds	UR	Unrestricted funding available for charitable activities	**(29 615)**	**628 757**	**(603 180)**	**-**	**-**	(4 038)
								-
		Total Funds	**(8 815)**	**710 857**	**(673 980)**	**-**	**-**	**28 062**

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE PERIOD ENDED 31 DECEMBER 2025

11.2 Details of material funds held and movements during the PRIOR reporting period

Key: PE - permanent endowment funds; EE - expendible endowment funds; R - restricted income funds, including special trusts, of the charity; and U - unrestricted funds

Fund names	Type PE, EE R or UR *	Purpose and Restrictions	Fund balances brought forward £	Income £	Expenditure £	Transfers £	Gains and losses £	Fund balances carried forward £
American Express	R	Grant for COO role	-	35,200	(14,400)	-	-	20,800
		Total Restricted	**-**	**35,200**	**(14,400)**	**-**	**-**	20,800
Unrestricted Funds	UR	Unrestricted funding available for charitable activities	**65,363**	**498,699**	**(593,678)**	**-**	**-**	(29,615)
			-	-	-	-	-	-
		Total Funds	**65,363**	**533,899**	**(608,078)**	**-**	**-**	**(8,815)**

Note 12 Transactions with trustees and related parties

12.1 Trustee remuneration and benefits

This year

In the period the charity paid no trustees remuneration and benefits (2024 £nil).