Trustees' Annual Report

For the year ended 31 December 2025
Charity: *Amna Refugee Healing Network CIO*
Registered charity no.: 1203454

Opening from the Board Chair *Cristina Finch*

2025 was a significant year for Amna, marked by both organisational transition and continued growth in our reach and impact. As humanitarian needs continued to rise across many of the communities we serve, Amna strengthened its position as an independent charity, expanded key programmes and partnerships, and deepened its commitment to supporting healing and wellbeing for people affected by conflict, displacement and adversity.

Throughout the year, Amna worked alongside local organisations, practitioners and communities to increase access to trauma- and identity-informed care, while continuing to invest in locally led approaches that strengthen long-term resilience and systems of support. We were encouraged to see significant growth in the number of individuals reached through our programmes and partnerships, alongside the launch of new initiatives and continued innovation in learning, evidence generation and systems change.

The year also brought important challenges. A changing funding landscape, increasing humanitarian pressures, and the continued demands of organisational growth required careful stewardship and difficult decisions. I am proud of the way Amna's staff, leadership team, and trustees responded, with integrity, adaptability and a continued focus on our mission and values.

On behalf of the Board of Trustees, I would like to express my sincere thanks to our staff, partners, supporters, donors and communities. Your commitment, trust and collaboration make this work possible. As we look ahead, we remain committed to building a strong, sustainable organisation that places healing, dignity and belonging at the heart of everything it does.

1) Reference and Administrative Details

- **Registered address (operational):** X+Why Fivefields, 8–10 Grosvenor Gardens, London, SW1W 0DH, United Kingdom.
- **Charity structure:** CIO (Foundation), registered 7 June 2023.
- **Contact (as per register):** 27–31 Clerkenwell Close, London EC1R 0AT; info@amna.org; https://www.amna.org/
- **Trustees who served during the year:**
    - Daniel Robinson (Chair)
    - Cristina M Finch (Vice Chair)
    - Karim Bereksi (Treasurer)
    - Dr Abdulkarim Ekzayez (Trustee)
    - Afsana Safa (Trustee)
    - Kate Adams (Trustee)
    - Niloufer Memon (Trustee)
- **Trustees at point of submission:**
    - Cristina M Finch (Chair)
    - Kate Adams (Vice Chair)
    - Karim Bereksi (Treasurer)
    - Niloufer Memon (Trustee)
    - Two trustee appointment processes are ongoing at the time of submission
- **Key management personnel who served during the year:**
    - Gabriella Brent (Interim Chief Executive Officer from Mar–September 2025; Chief Executive Officer from Oct. 2025)
    - Natalia Kyrkopoulou (Director of Organizational Development, returned from parental leave Sept. 2025)
    - Fatima Ribeiro (Director of Development)
    - Walaa Abuzaiter (Head of Operations – Maternity cover)
    - Daniel Teuma (Head of Programmes, up to Oct. 2025)
    - Ian Koebner (Director of Learning, up to Aug. 2025)
- **Senior Leadership Team at time of submission:**
    - Gabriella Brent (CEO)
    - Natalia Krykopoulou (Deputy CEO and Director of Organisational Development)
    - Fatima Ribeiro (Director of Fundraising and Communications)
    - Walaa Abuzaiter (Director of Operations, Risk and Security)
    - Cristal Palacios (Director of Programmes and Learning)
- **Bank:** Lloyds Banking Group, Commercial Service, Edinburgh, BX2 1LB.
- **Auditor:** Sayer Vincent LLP, 110 Golden Lane, London EC1Y 0TG.

- **Solicitors:** Browne Jacobson, 15th Floor, 103 Colmore Row, Birmingham B3 3AG.
- **Tax Advisory:** Buzzacott, 130 Wood Street, London, EC2V 6DL.

2) Structure, Governance and Management

Legal status & governing document

Amna is a Charitable Incorporated Organization (CIO) governed by its Constitution dated 7 June 2023. The Constitution sets out the objects, powers (including employment and remuneration of staff), and trustees' eligibility/appointment terms.

Objects

The CIO's objective is the relief of mental suffering and physical hardship of refugees, asylum seekers, displaced persons and other migrants, including through essential goods, welfare and counselling services.

Board & membership

The members of the CIO shall be its charity trustees. The only people eligible to be members of the CIO are its charity trustees. Membership of the CIO cannot be transferred to anyone else. Trustees can serve four-year terms, appointed by trustees' leadership team , with requirements on eligibility and induction set in the Constitution.

Decision-making & delegation

The Board sets strategy, approves budgets and oversees financial management, and organisational risk and compliance. Day-to-day management is delegated to the CEO and Senior Leadership Team (SLT) in line with the Constitution and board-approved schemes of delegation. The Board regularly meets once per quarter for a structure of organizational review. Extraordinary meetings are held as required, additional to Board Chair and CEO check-ins and Treasurer quarterly review of Amna's financial health.

Management & staffing

On 31 December 2025, Amna employed 24 employees across: Programmes & Partnerships; Finance & Operations; HR, People and Culture; Learning & Impact; Fundraising, Communications & Advocacy. The average headcount during 2025 was 25 employees.

Amna operates through a hybrid working model, with personnel based in the UK and across 9 countries. During 2025, the organisation strengthened its employment model, and, from October 2025, UK-based employees transitioned to direct employment with Amna, while staff based internationally continued to be engaged through an Employer of Record, ensuring compliant employment across multiple jurisdictions.

The Senior Leadership Team (SLT) is responsible for implementing the Board-approved strategy, overseeing organisational performance, and managing organisational resources.

Trustee recruitment, induction & training

Trustees are appointed through an open, skills-based recruitment process designed to ensure the Board maintains an appropriate balance of expertise, experience, diversity and independence to support the charity's strategic objectives. New Trustees participate in a structured induction programme covering the charity's governing document, mission, strategy, operating model, finances, risk management framework, legal and regulatory responsibilities, and key organisational

policies, including safeguarding, finance and conflicts of interest. Trustees receive regular governance updates throughout the year and are encouraged to undertake external training to ensure they remain informed of developments in charity governance, regulation and best practice, with some training organised through Amna.

Remuneration of senior staff

Pay for CEO and SLT is set by the Board influenced by sector benchmarks, responsibilities, and affordability; trustees are unpaid except as permitted by law and were relevant.

Related parties

The charity currently has no subsidiaries and no related party transactions in the year. It collaborates project-by-project with Non-Governmental Organizations (NGOs) and Community Based, Civil Society and Refugee Led NGOs (CBOs, CSOs and RLOs); these relationships do not constitute control or dependency.

3) Objectives and Activities

Amna works to create safe, trauma- and identity-informed spaces that support healing, resilience and belonging among conflict and displacement affected communities, and to build the capacity of local organizations and develop healing centered systems of care. Key activity pillars include:

- **Safe Healing Spaces & Therapeutically Informed Services** (non-clinical, community-led).
- **Capacity Building & Training Wellbeing for frontline staff and partners.**
- **Partnerships & Network** Collaboration for learning and advocacy.
- **Public benefit** the trustees adhered to the Charity Commission's public benefit guidance when planning activities.

4) Achievements and Performance (High-Level)

In 2025, Amna continued to expand its reach and strengthen its trauma- and identity-informed work across a growing range of programmes, partnerships, and geographies.

Overall Reach and Growth

During this year, Amna directly reached 40,873 individuals. This represents an increase of approximately 168% compared with the 15,272 individuals reached in 2024, and approximately 524% compared with the 6,546 individuals reached in 2023.

By the end of 2025, Amna's cumulative direct reach had reached 81,445 individuals since its inception. This figure excludes indirect reach generated through technical partnership work, advocacy and wider systems and community influence, as well as some emergency response activities where individual-level reach is not counted.

Through these expanded activities Amna indirectly reached approximately 500,000 in 2025

Two important areas of programme expansion contributed to this growth in 2025. In July, Amna launched the Baytna programme in Lebanon, strengthening healing-centred support for children, caregivers and families through local partner organisations. In October, Amna also launched its Systems of Care pilots in Eastern Europe and Ukraine, extending its work into Education Systems in the region through partnership with practitioners and institutions to support more trauma- and identity-informed systems around children, caregivers and communities.

Key Impact Highlights (cumulative up to early 2026)

Indicator	2025 Results	Cumulative (2016–2026)	Notes / Highlights
Children reached	14,776	35,376	Healing and wellbeing activities for children affected by displacement.
Youth reached	14,002	21,107	Youth leadership and peer-support sessions across partner programmes.
Caregivers reached	2,286	6,723	Parent and caregiver wellbeing training through Baytna and partner spaces.
Refugee adults (not caregivers or children)	8,926	17,514	Inclusive wellbeing and psychosocial sessions for adult refugees and asylum seekers.
Total individuals trained	715	4,224	Local practitioners, facilitators, and partner staff trained in trauma- and identity-informed care.
Sessions delivered	178	4,031	Across safe healing spaces, training workshops, and wellbeing sessions.
Long-term partner organisations	36	36	Ongoing collaborations with trusted local NGOs in MENA, Europe, and South Asia.
Short-term partner organisations	56	706	Partners receiving short-term capacity-building or sub-grant support.
Wellbeing space participants	168	2,535	Participants engaged through Amna's core healing and wellbeing programmes.

Gender and Inclusion

Providing gender and disability information is optional within Amna's MEL processes, and this data is not available for all programme participants. Among those for whom gender data was reported in 2025, Amna reached 15,135 females, 8,036 males and 58 individuals identifying as another gender.

Amna reached 255 people identifying with disabilities across its programmes.

Amna also engaged 375 people with lived experience of displacement or refugeehood across its wider ecosystem including individuals employed by Amna, partner staff, practitioners trained by Amna and participants reached through partner programmes. This reflects Amna's continued commitment to inclusive, community-centred programming that recognises lived experience as an important source of knowledge, leadership and practice.

Capacity Strengthening and Partnerships

In 2025, Amna consolidated and expanded its presence across the countries and partnerships established in 2024. This included working with 36 partners across Amna's Lebanon Baytna programme (Early Childhood Development programme), Jordan and Lebanon Community

Partnership Hub and Afghanistan Global Healing Network hub extension. Additionally, Amna also launched two Systems of Care pilots across Ukraine and Kosovo & Poland, while continuing emergency responses in Palestine and Syria. Through these programmes, alongside consultancies and public training deliveries, Amna worked with more than 53 new partner organisations, many of which have remained connected through Amna's Global Healing Network.

Through this partnership model, Amna combines training, accompaniment, reflective practice, technical support and, where relevant, sub-granting to enable and strengthen locally led, trauma- and identity-informed healing care to be available. This contributes to the development of healing ecosystems that are grounded in local knowledge, responsive to context and better positioned to continue beyond individual programme cycles.

Training and Systems Change

In 2025, Amna trained 715 practitioners, educators, trainers, facilitators and frontline workers through its long-term programmes, short-term initiatives, emergency responses, consultancies, and public training deliveries. These participants were supported to strengthen trauma- and identity-informed practice across community, educational, humanitarian and institutional settings. Through its training and accompaniment model, Amna aimed not only to build individual knowledge and confidence, but also to support practitioners and organisations to embed healing-centred approaches within their everyday practice, relationships, services and systems.

This work contributed to Amna's wider ambition to influence systems of care and humanitarian practice by strengthening the capacity of those closest to affected communities and supporting institutions to create safer, more inclusive and relational environments.

Innovation Programme

Amna continued to strengthen its monitoring, evaluation and learning systems, developing a more proportionate, useful and healing-centred approach to evidence generation. Through its collaboration with Innovations for Poverty Action, as part of the LEGO Foundation's learning partnership, Amna further developed its MEL framework in line with a Right-Fit Evidence approach, including clearer theories of change, priority learning questions and stronger links between evidence, programme adaptation and decision-making.

This work also helped embed Amna's Healing MEL approach across programme frameworks and position it as an emerging contribution to the field. The approach emphasises learning processes that are technically robust while remaining trauma-informed, identity-informed, culturally grounded and attentive to dignity, safety and care.

Amna began sharing this approach more widely with Thrive Through Play partners, Global Healing Network members and learning collaborators, including Right to Play, War Child and UBS learning partners, strengthening wider learning on healing-centred MEL and how psychosocial programmes can be implemented and consider change.

Amna continues to be an organisation leading in the delivery of experiential, trauma-, grief- and identity-informed training, drawing on the latest science and blending these with cultural wisdoms that resonate with different local communities.

5) Financial Review

The year to 31 December 2025 represented a period of significant organisational transition and investment for Amna Refugee Healing Network CIO. Total income for the year was £2,615,458 and

total expenditure of £2,726,349, resulting in an overall deficit of £110,891 and year-end funds of

£417,283. Of these funds, £421,909 were restricted with a deficit of £4,626 in unrestricted funds.

The reduction in total funds reflects continued investment in programme delivery, organisational capacity, provision for a potential tax liability, and the completion of the transition from Amna's UK team becoming direct employees of Amna, having formerly been hired under an employer of record. During 2025, staff and activities previously supported through legacy arrangements with Refugee Trauma Initiative (RTI) and Prism the Gift Fund were fully integrated into Amna's own operations.

The Board closely monitored the reduction in unrestricted reserves during the year and identified reserves' recovery as a strategic priority. While unrestricted reserves at year end fell below the target range set out in Amna's Reserves Policy, management accounts as of 1 June 2026 showed 53% of the gap to the minimum reserve target (£200,000–£350,000) has been restored. Based on current forecasts, unrestricted reserves are expected to reach approximately £190,000 by the end of 2026, representing around 95% of the Board's minimum reserves target. During the 2024 statutory audit process, auditors identified a potential VAT liability triggered by the reverse-charge rule when charities undertake consultancy services and hold overseas contracts over a certain threshold. Amna management and trustees immediately acted to review this potential liability with a tax consultant, and the matter remains with HMRC for review. The arrangement that triggered the rule has been reviewed and reorganised to prevent future charges. The Trustees have reviewed detailed cashflow forecasts and scenario planning covering the period to July 2027 and having prudently considered the uncertainty associated with the potential VAT liability and the wider funding environment, remain satisfied that the going concern basis of preparation remains appropriate.

Overall position (narrative)

- Total income: £2,615,478
- Total expenditure: £2,726,349
- Year-end funds (restricted/unrestricted): Restricted £421,909 / Unrestricted, a deficit of £4,626
- End of year result: a deficit of £110,891

Type of Expenditure	% of Total	Description
Programmes	55%	Programme activities, project staff, SLT contribution to programme delivery, and M&E costs.
Core Cost	30%	Operational staff salaries, administration, finance, IT, and general operations expenditure, including wellbeing activities and HR costs.
Governance	11%	Board and senior leadership oversight, statutory compliance and reporting, external audit, legal and risk management, and organisational policy development.
Fundraising	3%	Donor engagement, proposal development, and partnership management.
Grand Total	100%	—

Reserves Policy

Amna Refugee Healing Network CIO maintains a formal Reserves Policy, latest version approved by Trustees in April 2025. The policy provides a clear framework to ensure the charity's financial stability, operational continuity, and sustainability

Purpose and Principles

The purpose of holding reserves is to:

- Safeguard Amna's ability to meet payroll, supplier, and program obligations in the event of short-term financial instability.
- Provide a financial cushion to respond to unexpected events, such as donor withdrawals, funding delays, or emergencies in Amna's operating countries.
- Enable investment in strategic opportunities aligned with Amna's mission and long-term sustainability.

Reserves also demonstrate prudent financial management and strengthen stakeholder confidence, including donors, partners, and beneficiaries.

Target Level

Amna aims to maintain general reserves equivalent to three months of average operating costs covering:

- Staff salaries and benefits
- Core program delivery costs
- Rent, utilities, IT, and compliance infrastructure
- Legal and operational obligations

This level is considered sufficient to ensure continuity of essential services and allow time to respond to income disruption.

Sources of Reserves

Reserves are built from:

- Unrestricted income, including individual donations and flexible donor contributions
- Overhead recoveries from restricted grants (typically 7–10%)
- Interest earned on savings (not active yet)
- A small percentage of income from Amna's consultancy services

Where reserves fall below the minimum threshold, the Board will agree on a replenishment plan with defined timelines to restore them to the target range. When reserves exceed the maximum level, any surplus may be allocated to strategic priorities, such as organisational development, systems enhancement, or income diversification.

Amna aims to maintain a reserves range between £200,000 and £350,000 per year, equivalent to approximately three months of operational costs, to ensure the organisation’s financial stability and continuity.

6) Fundraising

Amna’s fundraising in 2025 remained focused on institutional and foundation income, with little public or individual giving activity undertaken.

The year was marked by the continuation of strong partnerships with key funders including the Schooner Foundation, Karl Kahane Foundation, Bernard van Leer Foundation, Hilton Foundation, Linbury Trust and UBS Optimus Foundation, alongside the start of the onboarding of new strategic partners for 2025 including ICONIQ Impact Youth Mental Wellbeing Co-Lab, the LEGO Foundation, Inner Foundation and Saphira Foundation.

Amna's fundraising activities complied with Fundraising Regulator guidance, with robust internal oversight to ensure ethical standards and the safeguarding of any vulnerable donors. The organisation did not engage external fundraisers or third-party fundraising platforms during the reporting period.

Despite a very challenging philanthropic landscape, Amna maintained its budget and strengthened its relationships with existing partners. Looking ahead, the fundraising strategy will prioritise increased core and unrestricted funding, the consolidation of key partnerships, and selective diversification to support long-term sustainability and readiness for 2026-7 and beyond.

7) Principal Risks and Uncertainties

The Board reviews a strategic risk register on a quarterly basis. Risks are identified, assessed, and monitored by the Senior Leadership Team and reviewed against Amna's risk appetite, with significant changes escalated to the Board as required. The principal risks and mitigating actions during 2025 were:

Financial sustainability and control

Throughout 2025, Amna strengthened its financial management and planning in response to an increasingly challenging humanitarian funding environment and increased competition for funding. The organisation undertook detailed scenario planning, strengthened financial oversight, enhanced organisational and project-level financial monitoring, developed a reserves replenishment plan, continued efforts to diversify funding sources, and improved forecasting and grant management processes.

While reliance on a relatively small number of donors continued to present a risk to long-term financial sustainability, the organisation actively monitored this through regular financial review and income planning. The organisation continues to monitor a historical VAT matter previously disclosed in the Financial Review section. Appropriate provisions have been recognised and the matter remains under review with specialist advisers and HMRC

Operational safety and security

Amna operates programmes in fragile and conflict-affected environments, including Lebanon, Palestine, Ukraine and Afghanistan. Political instability, conflict dynamics and travel risks continued to affect programme delivery and personnel safety. During 2025, Amna strengthened its security management approach through implementation of international and country-specific security SOPs, enhanced travel risk assessments, crisis management planning, local security partnerships and regular contextual monitoring. While mitigation measures have improved, safety and security remain a significant risk area due to the nature of the contexts in which Amna works.

Income diversification

Amna continues to rely on a narrow funding base, with a small number of institutional and philanthropic partners accounting for a significant proportion of income. This remained a strategic risk

during 2025 against an increasingly constrained global funding environment. Income diversification continues to be a key strategic priority and during the year, the organisation began laying the foundations for a more diversified funding approach by strengthening donor stewardship, broadening its prospect pipeline and exploring new funding streams to build a more balanced and resilient portfolio.

People & culture

The organisation experienced significant change during 2025, including a CEO transition, high parental leave and parental leave cover, reduced capacity within the senior leadership and operations team whilst stewarding significant operational developments. In response, the Board, Interim CEO and Senior Leadership Team provided active oversight and strategic direction to ensure the organisation remained focused on strengthening strategic enabler implementation and organizational long-term resilience and sustainability. These changes created risks relating to staff wellbeing and morale, retention, institutional memory, and organisational culture. Mitigation measures included enhanced staff engagement, supervision and wellbeing measures and launching a review of recruitment, retention and remuneration practices, and in 2026 the introduction of a revised People and Culture Framework and a revised organisational structure designed to improve clarity, equity and long-term sustainability.

Compliance & governance

Amna continued to mature as an organisation, completing its first full year as an independent charity. Maintaining compliance with UK charity law, donor requirements and regulatory obligations remained a key area of focus. Mitigations included strengthening policies, procurement processes, authorization frameworks, compliance monitoring and securing a retainer with specialist legal and tax advice firms.

Safeguarding & serious incidents (incl. fraud)

Amna maintains a very low risk appetite in relation to safeguarding. The risk of harm to staff, partners, volunteers and participants remained a key focus throughout the year. Mitigation measures included review of Amna's safeguarding policies, mandatory staff training, whistleblowing arrangements through an independent reporting mechanism, strong internal controls and incident reporting processes.

External political instability

Global reductions in humanitarian funding, including reductions in government aid budgets and increasingly risk-averse donor behavior, continued to affect the operating environment. Political instability and policy changes in countries where Amna works also have the potential to affect programme delivery, access and partnerships. Amna continues to mitigate these risks through strong partnerships, active donor engagement and strategic planning.

Cybersecurity & digital

Remote operations and international partnerships create ongoing cyber security risks. During 2025 Amna continued implementation of its ICT strategy, strengthened technical support arrangements and progressed work towards Cyber Essentials certification, alongside continuous staff training on data protection and cyber security.

Programme competition

An increase in organisations providing trauma informed care and play based healing approaches, combined with significantly increased competition for humanitarian funding within the mental health, psychosocial support and trauma-informed care sector continues to increase and impact Amna and the wider humanitarian sector. Amna mitigates this risk through continued investment in programme quality, evidence generation, impact measurement and communication of its distinctive Systems of Care approach.

Risk management process

The Board reviews principal risks quarterly through a strategic risk register maintained by the Senior Leadership Team. Risks are assessed according to likelihood, impact, and organizational risk appetite, with mitigation measures monitored regularly.

Significant changes in risk profile are escalated to the Board between meetings where appropriate.

8) Grant-making

Purpose

Amna partially delivers its mission through a Community Partnership Model, providing sub-grants, training, and technical support to local organizations working with refugees and displaced communities. This approach strengthens community-led healing responses and builds sustainable local capacity in trauma-informed psychosocial support (MHPSS).

All grant recipients are selected through an open, transparent, and criteria-based process that values diversity, community ownership, and alignment with Amna's values of dignity, safety, inclusion, and learning.

Amna Due Diligence Process

Amna applies a structured due diligence process before entering any grant agreement to ensure that potential partners meet governance, financial, safeguarding, and legal standards.

The process includes a review of:

- Legal registration, clearance and governance structure
- Financial management and audited accounts
- Safeguarding and protection policies
- Risk management and operational capacity

Each partner is risk-rated (low, medium, or high) and reviewed by Amna's Finance and Operations teams, with final approval from the Senior Leadership Team. Due diligence records are maintained securely in compliance with GDPR and donor requirements.

This process ensures that Amna's funds are distributed responsibly, and that partners are capable of delivering high-quality, ethical, and compliant programs. On occasion Amna will work with an in-country partner to support Due Diligence where there is a particular set of risks to manage.

Grant Management and Oversight

Donors' grant management

Once approved, partners sign a Grant Agreement detailing objectives, budget, and reporting requirements. Funds are released in tranches based on verified progress and financial reporting. Amna's Finance and Programs teams or evaluation partners conduct regular monitoring, including narrative and financial report reviews, spot checks, and virtual or in-person visits where feasible. Grants are closed after submission and approval of final reports, with lessons learned to feed into future partnership cycles. This ensures accountability, transparency, and continuous learning within Amna's grant-making system.

Transparency and Continuous Improvement

Amna reviews its due diligence and grant-making procedures annually to reflect best practice and donor expectations. Lessons from audits, partner feedback, and field experience inform continuous improvement in compliance, financial integrity, and partner support systems.

9) Plans for the Future

Amna Refugee Healing Network CIO has effectively navigated a year of significant challenge and enters its next strategic phase (2026–2028) focused on stability, sustainability, and deepened impact. Building on the 2025 Strategic Enablers Review, the organisation will continue to consolidate its foundations to enable safe, strategic expansion to ensure as many communities as possible around the world have access to high quality, community led, healing care so they can go on to live their lives unbounded by the impacts of conflict and displacement.

Strategic Direction

Amna's strategic direction is to strengthen healing ecosystems in contexts of conflict, displacement and forced migration by working with communities, organizations and institutions to embed trauma-, grief- and identity-informed approaches within the services and systems that shape everyday life. Through locally led partnerships, workforce development, evidence generation and systems of change, Amna aims to increase access to culturally rooted, sustainable healing while advancing the wider field of refugee and humanitarian care. Over the next three years, our focus will be placed on:

- Advancing the field through research, evidence generation and learning to strengthen understanding of what enables sustainable healing in contexts of conflict, displacement and forced migration.
- Building locally led partnerships that place communities, local organisations and people with lived experience at the centre of designing, delivering and sustaining healing.
- Strengthening healing ecosystems through a layered approach that develops the capacity of frontline workforces, community organisations, local trainers, practitioners and institutions, rather than supporting individuals or programmes in isolation.
- Investing in sustainable local infrastructure by establishing networks of trainers, peer support, organisational partnerships and regional leadership that continue to grow beyond Amna's direct involvement.
- Connecting local and global learning through the Global Healing Network, enabling practitioners and organisations to exchange knowledge, strengthen practice and accelerate the spread of culturally rooted, evidence-informed approaches across multiple contexts.

Financial Sustainability

To ensure Amna's ongoing organisational resilience and sustainability, given big changes to the sector, Amna will continue to:

- Strengthening Amna's long-term financial sustainability through multi-year financial planning and financial scenario modelling.
- Developing a comprehensive cost modelling framework that clearly articulates programme, regional, and ecosystem-layer costs, value-for-money analysis, and strategic investment decisions.
- Updating fundraising strategies and targets based on realistic income scenarios, programme ambitions, and organisational cost requirements.
- Building stronger organisational resilience through improved reserves planning, mitigation measures for funding shortfalls, staffing, and operational scenario planning.
- Reviewing longer-term sustainability options, including reserves growth, investment opportunities, alternative income generation mechanisms, and potential future income diversification strategies, subject to Board consideration and approval.

Operational Development

As Amna enters the next phase of its organisational development, operational priorities will focus on strengthening the systems, governance arrangements and organisational infrastructure required to support sustainable growth and effective delivery. Building on the foundations established during 2025, the organisation will continue to improve the following:

- Strengthening organisational systems, governance, and cross-departmental ways of working through enhanced project cycle management and work planning for clearer operational decision-making frameworks.
- Advancing Amna's financial sustainability through multi-year financial projections, scenario planning, and cost modelling.
- Implementing the Financial Compliance Transformation Programme, including strengthened financial controls and digitalization.
- Developing the operational foundations required for the Healing Ecosystems strategy, including geographic prioritization and go/no-go criteria, annual country risk and security reviews, and improved due diligence.
- Strengthening organizational infrastructure through continued EOR transition planning, digital transformation initiatives, AI governance, and technology integration.

People and Culture

As the organisation continues to grow, Amna will prioritise building a sustainable, value-led people and culture function that enables long-term organisational effectiveness. Recognising the pressures that accompany growth, we will continue to invest in staff wellbeing, equity and retention through the ongoing development of our global hiring strategy, salary scales, and recruitment, retention and remuneration framework. We will also strengthen leadership and management capability, support workload balance, and continue to foster an engaged, resilient and high-performing workforce.

During the year, our priorities will include embedding a consistent performance and development framework; strengthening manager capability through training and coaching; improving workforce and succession planning; enhancing HR systems and people data to support informed decision-making; and further developing organisational planning and accountability mechanisms. We will continue to invest in organisational culture through cross-team collaboration, shared learning, psychological

safety, and reward and recognition approaches that support retention. Recruitment and workforce growth will remain aligned with confirmed funding and organisational priorities, while we continue to strengthen diversity, equity and inclusion across recruitment and employee experience.

We recognise that delivering high-quality programmes depends on a capable, engaged and well-supported workforce. Through these investments, we aim to build the leadership, systems and organisational environment needed to maximise our impact for the communities we serve.

Communications and Advocacy

Amna will invest in evidence-based storytelling and advocacy, positioning itself as a credible voice in global humanitarian forums and strengthening engagement with donors and supporters.

10) Key Milestones (2026–2027)

During 2026–2027, Amna will enter the next phase of its strategic development, moving from organisational stabilisation to the developing and piloting implementation of its Healing Ecosystems strategy. The organisation will focus on strengthening its financial sustainability, governance, operational effectiveness and evidence base, while building the partnerships, systems and organisational capacity required to deliver sustainable, community-led impact and support its long-term ambitions through 2030.

2026–2027 Priorities and Key Milestones

Q1–Q2 2026

- Continued delivery of core programme commitments into 2026.
- Finalised organisational financial modelling and workforce planning.
- Completed Amna's cost model, value-for-money framework and organisational value proposition.
- Continued implementation of the fundraising strategy to strengthen financial sustainability.

Q3–Q4 2026

Strategy & Organizational Alignment

- Finalise 3-Year Healing Ecosystems Roadmap and implementation milestones.
- Update Fundraising Strategy (2026–2027) and define funding floor requirements.
- Strengthen organisational planning and project management systems.

Operations & Compliance

- Launch Financial Compliance Transformation Programme.
- Initiate work on robust financial compliance systems and digitalisation roadmap.
- Review future employment and fiscal sponsorship models.
- Launch AI and Digital Technology roadmap including governance, opportunities and future programme applications.

Programme Development

- Complete the organisational Impact Strategy, Theory of change and define organisational impact measurement approach.
- Finalise Amna Geographies 2030 framework.
- Review the programme and technical partnership portfolio to align with the Healing Ecosystems strategy.

Financial Sustainability

- Develop multi-year financial projections (2027–2029) to define fundraising targets and organisational growth scenarios.
- Develop organisational mitigation plan covering worst-case funding scenarios, staffing implications, and operational continuity.
- Approve the 2027 organisational budget.

Programme Quality & Evidence

- Complete annual security, risk and context reviews for all priority countries.
- Decide what programmes, technical partnerships or emergency activities should be prioritised, maintained or dropped to support the Healing Ecosystems strategy

H1 2027 (Jan–Jun 2027)

Strategic Growth & Systems

- Begin implementation of AI and Digital Technologies roadmap.
- Continue Financial Compliance Programme implementation and systems strengthening.

Healing Ecosystems Development

- Operationalise regional Healing Ecosystem models.
- Begin implementation of agreed geography strategy and priority country framework.

Partnerships & Risk Management

- Develop strengthened partner due diligence framework, tools, templates and monitoring approach.
- Continue annual country risk, compliance and operational feasibility reviews.

H2 2027 (Jul–Dec 2027)

Research, Learning & Evidence

- Launch Amna's Scientific Evidence and Research Programme.
- Advance Accreditation Research & Development review and future accreditation pathways.
- Develop Amna Value Case demonstrating impact, cost effectiveness and strategic value proposition.

Organisational Systems

- Complete the first phase of the Financial Compliance Transformation Programme.
- Review and update MEL dashboards to reflect the Healing Ecosystems model and KPIs.

11) Statement of Trustees' Responsibilities

The trustees are responsible for preparing the Trustees' Annual Report and financial statements in accordance with applicable law and UK Accounting Standards (FRS 102 and Charities SORP), selecting suitable policies, making prudent judgements, and preparing on a going-concern basis unless inappropriate. Trustees must keep proper accounting records, safeguard assets, and prevent/detect fraud

Approval

The Trustees wish to record their gratitude to Amna's staff, partners, volunteers, and donors, whose commitment continues to sustain our mission.

This report was approved by the Board of Trustees on 15/09/2026 and signed on its behalf by:

Cristina Finch (Board Chair)

Signature

Opinion

We have audited the financial statements of Amna Refugee Healing Network CIO (the 'charity') for the year ended 31 December 2025 which comprise the statement of financial activities, balance sheet, statement of cash flows 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 FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charity's affairs as at 31 December 2025 and of its incoming resources and application of resources, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the 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 Amna Refugee Healing Network CIO's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other Information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are

required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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 requires us to report to you if, in our opinion:

- The information given in the trustees' annual report is inconsistent in any material respect with the financial statements;
- 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

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
  - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
  - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

This report is made solely to the charity's trustees as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. 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.

21 September 2026
Sayer Vincent LLP, Statutory Auditor
110 Golden Lane, LONDON, EC1Y 0TG

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

Amna Refugee Healing Network CIO

Statement of financial activities

For the year ended 31 December 2025

	Note	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Income from:							
Donations and legacies	2	2,462	–	**2,462**	19,492	–	19,492
Charitable activities	3	891,681	1,721,237	**2,612,918**	356,086	1,451,758	1,807,844
Investments	4	78	–	**78**	97	–	97
Transfers from Refugee Trauma Initiative and Amna Charitable Fund	5	–	–	**–**	535,482	**–**	535,482
Total income		894,221	1,721,237	**2,615,458**	911,157	1,451,758	2,362,915
Expenditure on:							
Raising funds	6a	785,472	565,775	**1,351,247**	126,034	70,014	196,048
Charitable activities	6a	308,587	1,066,515	**1,375,102**	581,750	1,056,943	1,638,693
Total expenditure		1,094,059	1,632,290	**2,726,349**	707,784	1,126,957	1,834,741
Net income / (expenditure) for the year	8	(199,838)	88,947	**(110,891)**	203,373	324,801	528,174
Transfers between funds		(8,161)	8,161	**–**	–	–	–
Net movement in funds		(207,999)	97,108	**(110,891)**	203,373	324,801	528,174
Reconciliation of funds:							
Total funds brought forward		203,373	324,801	**528,174**	–	–	–
Total funds carried forward		(4,626)	421,909	**417,283**	203,373	324,801	528,174

Amna Refugee Healing Network CIO

Balance sheet (Charity number: 1203454)

As at 31 December 2025

	Note	£	2025 £	£	2024 £
Current assets:					
Debtors	13	**134,881**		505,521	
Cash at bank and in hand		**809,870**		266,464	
		944,751		771,985	
Liabilities:					
Creditors: amounts falling due within one year	14	**(527,468)**		(243,811)	
Net current assets			**417,283**		528,174
Total assets less current liabilities			**417,283**		528,174
Total net assets			**417,283**		528,174
The funds of the charity:	17a				
Restricted income funds			**421,909**		324,801
Unrestricted income funds:					
General funds		**(4,626)**		203,373	
Total unrestricted funds			**(4,626)**		203,373
Total charity funds			**417,283**		528,174

Approved by the trustees on 15 September 2026 and signed on their behalf by

Cristina Finch
Chair

Statement of cash flows

For the year ended 31 December 2025

	2025		2024	
	£	£	£	£
Cash flows from operating activities				
Net (expenditure)/income for the reporting period (as per the statement of financial activities)	**(110,891)**		528,174	
Investment income	**(78)**		(97)	
Exchange rate (loss)/gain	**(42,549)**		2,743	
Increase / (decrease) in debtors	**370,640**		(505,521)	
Increase / (decrease) in creditors	**283,657**		243,811	
Net cash provided by operating activities		**500,779**		269,110
Cash flows from investing activities:				
Investment income	**78**		97	
Net cash provided by investing activities		**78**		97
Change in cash and cash equivalents in the year		**500,857**		269,207
Cash and cash equivalents at the beginning of the year		**266,464**		-
Change in cash and cash equivalents due to exchange rate movements		**42,549**		(2,743)
Cash and cash equivalents at the end of the year		**809,870**		266,464

Analysis of cash and cash equivalents and of net debt

	At 1 January 2025	Cash flows	Other non-cash changes	**At 31 December 2025**
	£	£	£	**£**
Cash at bank and in hand	266,464	500,857	42,549	**809,870**
Total cash and cash equivalents	266,464	500,857	42,549	**809,870**

1 Accounting policies

a) Statutory information

Amna Refugee Healing Network (Amna) is a Charitable Incorporated Organisation (CIO) registered with the Charity Commission for England and Wales.

The registered office address is 8-10 Grosvenor Gardens, London, SW1W 0DH.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

The current year figures are for the year ended 31 December 2025 and the prior year figures are for the year ended 31 December 2024.

c) Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

d) Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.
Income from government and other grants, whether ‘capital’ grants or ‘revenue’ grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

1 Accounting policies (continued)

f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity 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.

g) Interest receivable

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

h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

i) Expenditure and irrecoverable VAT

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

Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of providing healing and support for refugees through therapeutic and community-based programs undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

j) Grants payable

Grants payable are made to third parties in furtherance of the charity's objects. Single or multi-year grants are accounted for when either the recipient has a reasonable expectation that they will receive a grant and the trustees have agreed to pay the grant without condition, or the recipient has a reasonable expectation that they will receive a grant and that any condition attaching to the grant is outside of the control of the charity.

Provisions for grants are made when the intention to make a grant has been communicated to the recipient but there is uncertainty about either the timing of the grant or the amount of grant payable.

1 Accounting policies (continued)

k) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is allocated between the cost of raising funds and charitable expenditure on the basis of the number of staff engaged in each activity.

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

l) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

m) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £2,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- Computer equipment 3 years
- Furniture and fixtures 3 years

n) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

o) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

p) Creditors and provisions

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

q) 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.

r) Pensions

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Income from donations and legacies

	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Donations	2,462	–	**2,462**	14,492	–	14,492
Donated services	–	–	**–**	5,000	–	5,000
	2,462	–	**2,462**	19,492	–	19,492

3 Income from charitable activities

	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Grants	867,408	1,721,237	**2,588,645**	302,463	1,451,758	1,754,221
Consultancy income	24,273	–	**24,273**	53,623	–	53,623
	891,681	1,721,237	**2,612,918**	356,086	1,451,758	1,807,844

Refer to Note 17a for details of grants received.

Consultancy income is received from organisations seeking to strengthen their capacity for trauma-informed, community-led mental health and psychosocial support.

4 Income from investments

	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Interest income	78	–	**78**	97	–	97
	78	–	**78**	97	–	97

5 Transfers from Refugee Trauma Initiative and Prism Fund

In 2024, as part of the establishment of Amna, £535,482 was transferred from Refugee Trauma Initiative and Amna Charitable Fund, a restricted fund under the auspices of Prism the Gift Fund (Reg. charity number 1099682), both of which previously carried out Amna's activities.

6a Analysis of expenditure

	Raising funds & publicity	Charitable activities	Governance costs	Support costs	**2025 Total**	2024 Total
	£	£	£	£	**£**	£
Staff costs (Note 9)				448,492	**1,373,221**	542,766
Grants made to partners				–	**487,772**	435,529
Sub-grants to Refugee Trauma Initiative				–	**–**	367,101
Programme costs				358	**145,750**	94,830
Consultancy fees				13,066	**20,288**	57,116
Travel and accomodation				45,539	**91,987**	40,506
Premises and office costs				100,676	**100,892**	57,155
Audit and legal costs				3,827	**46,450**	20,419
Other costs				405,430	**459,989**	219,319
	291,158	1,374,902	42,901	1,017,388	**2,726,349**	1,834,741
Support costs	1,017,196	192	–	(1,017,388)	**–**	–
Governance costs	42,893	8	(42,901)	–	**–**	–
Total expenditure 2025	**1,351,247**	**1,375,102**	**–**	**–**	**2,726,349**	
Total expenditure 2024	**196,048**	**1,638,693**	**–**	**–**		**1,834,741**

Sub-grants to Refugee Trauma Initiative were to fund expenditure on grants received by Amna before Amna commenced

6b Analysis of expenditure (prior year)

	Raising funds & publicity £	Charitable activities £	Governance costs £	Support costs £	2024 Total £
Staff costs (Note 9)	45,919	291,269	–	205,578	**542,766**
Grants made to partners	–	435,529	–	–	**435,529**
Sub-grants to Refugee Trauma Initiative	47,908	176,304	434	142,455	**367,101**
Programme costs	–	94,830	–	–	**94,830**
Consultancy fees	–	21,916	–	35,200	**57,116**
Travel and accomodation	9,451	16,345	–	14,710	**40,506**
Premises and office costs	55	4,588	–	52,512	**57,155**
Audit and legal costs	–	–	2 ,419	–	**20,419**
Other costs	2,618	12,281	540	203,880	**219,319**
	105,951	1,053,062	21,393	654,335	1,834,741
Support costs	87,245	567,090	–	(654,335)	**–**
Governance costs	2,852	18,541	(21,393)	–	**–**
Total expenditure 2024	**196,048**	**1,638,693**	**–**	**–**	**1,834,741**
Total expenditure 2023	**–**	**–**	**–**	**–**	

Sub-grants to Refugee Trauma Initiative were to fund expenditure on grants received by Amna before Amna commenced operations.

7 Grant making

	Grants to institutions £	2025 £	2024 £
Cost			
Grants made to partners in:			
Afganistan	92,778	**92,778**	–
Jordon	176,803	**176,803**	108,603
Lebanon	183,000	**183,000**	85,208
Poland	25,521	**25,521**	–
Ukraine	9,670	**9,670**	241,718
At the end of the year	487,772	**487,772**	435,529

Amna makes grants to community organisations to provide mental health and psychosocial support to refugees. In 2025 grants were made to around 34 partners (2024: 34). In 2025 grants ranged from £1,000 to 20,000 (2024: £4,000 to £25,000).

In addition to the amounts committed and accrued above, the Trustees have also authorised certain grants which are subject to the recipients fulfilling certain conditions relating to the delivery of the grant-funded activities. The total amount authorised but not accrued as expenditure at 31 December 2025 was £287,052.

8 Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2025 £	2024 £
Operating lease rentals payable:		
Property	**17,050**	7,104
Auditor's remuneration:		
Audit including VAT	**22,500**	26,520
Other services	**–**	–
Foreign exchange (gains) or losses	**42,549**	(2,743)

9 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2025 £	2024 £
Salaries and wages	**1,129,960**	447,485
Social security costs	**174,421**	64,422
Employer's contribution to defined contribution pension schemes	**33,535**	11,131
Other forms of employee benefits	**35,306**	19,728
	1,373,222	542,766

9 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2025 No.	2024 No.
£60,000 - £69,999	1	-
£80,000 - £89,999	1	-
£90,000 - £99,999	1	-

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £495,749 (2024: £176,417).

The significant increase in staff costs in 2025 compared with 2024 is primarily attributable to the transfer of staff from RTI Hellas following its dissolution in 2025. Staff costs that were previously shared between RTI Hellas and AMNA are now fully recognised under AMNA.

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2024: £nil). No charity trustee received payment for professional or other services supplied to the charity (2024: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £278 (2024: £434) incurred by one (2024: one) member relating to attendance at meetings of the trustees.

10 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 24.4 (2024: 21.2). In 2024, all staff were legally employed by Velocity Global LLC (now rebranded and operates as Velocity Global LLC doing business as Pebl.) a provider of global employer of record, HR and payroll services. In OCT 2025, most UK based employees transferred to direct employment by Amna while other employees remained legally employed by Velocity Global / Pebl.

Staff are split across the activities of the charity as follows (full time equivalent basis):

	2025 No.	2024 No.
Raising funds	2.0	1.8
Charitable activities	10.4	11.7
Support	9.0	7.7
	21.4	21.2

11 Related party transactions

There are no related party transactions to disclose for this or the previous financial period.

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

12 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

13 Debtors

	2025 £	2024 £
Trade debtors	**1,750**	53,270
Other debtors	**104,804**	230,059
Prepayments	**11,175**	9,865
Accrued income	**17,152**	212,327
	134,881	505,521

14 Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	**3,510**	45,393
Taxation and social security	**42,552**	-
Other creditors	**55,549**	2,218
Accruals	**425,857**	196,200
	527,468	243,811

15 Pension scheme

Amna works with a global Employer of Record (EoR) provider, Velocity Global LLC to ensure full compliance with local employment laws and regulations in each country. In each jurisdiction where Amna has employees, the EoR is responsible for enrolling staff in the mandatory local pension or social security scheme, where applicable, and for remitting the required employer and employee contributions in accordance with local legislation. These statutory schemes are generally state-administered multi-employer plans. In each case, the relevant statutory pension contributions were paid via the EoR provider as required under national law. In 2025 most UK based employees transferred to direct employment by Amna and Amna assumed responsibility for enrolling staff in the local scheme and for paying contributions. Amna has no legal obligation beyond the payment of statutory contributions.

15 Pension scheme (continued)

The number of members in each country's scheme at 31 December 2025 and 2024, the name of the scheme and if the scheme is defined benefit or defined contribution are as follows:

Country	Scheme	DC/DB	2025 No.	2024 No.
France	Union de recouvrement des cotisations de sécurité sociale et d'allocations familiales (URSSAF)	DB	1	1
Germany	Deutsche Rentenversicherung (Gernan Pension Insurance)	DB	1	1
Greece	National Social Security Fund (EFKA)	DB	5	5
India	Employees' Provident Fund Organisation	DC	1	1
Israel	Bituah Leumi (National Insurance Institute)	DC	1	1
Switzerland	AXA AHV Pension Insurance	DC	1	1
United Kingdom	National Employment Savings Trust (NEST)	DC	13	10
United States	401(k) Plan	DC	1	1
			24	21

The overall pension charge for the year was £33,535 (2024: £11,131). At 31 December 2025, no contributions were outstanding (2024: £nil). The pension charge does not include contributions to the French and Greek social security schemes.

16a Analysis of net assets between funds (current year)

	General unrestricted £	Restricted £	Total funds £
Net current assets	(4,626)	421,909	417,283
Net assets at 31 December 2025	**(4,626)**	**421,909**	**417,283**

16b Analysis of net assets between funds (prior year)

	General unrestricted £	Restricted £	Total funds £
Net current assets	203,373	324,801	528,174
Net assets at 31 December 2024	**203,373**	**324,801**	**528,174**

17a Movements in funds

	At 1 January 2025 £	Income & gains £	Expenditure & losses £	Transfers from RTI & Amna Charitable Fund £	Transfers £	At 31 December 2025 £
Restricted funds:						
Bernard van Leer Foundation	72,335	34,892	(107,227)	–	–	–
Choose Love – 2025	–	50,000	(50,000)	–	–	–
Conrad N. Hilton Foundation – 2024	130,730	–	(130,730)	–	–	–
Conrad N. Hilton Foundation – 2025	–	237,383	(168,688)	–	–	**68,695**
Inner Foundation	–	42,369	(50,530)	–	8,161	–
Karl Kahane Foundation – 2025	–	57,802	(57,802)	–	–	–
Karl Kahane Foundation – Lebanon	15,170	2,997	(18,167)	–	–	–
LEGO Foundation	–	981,583	(771,880)	–	–	**209,704**
Schooner Foundation – 2024	3,693	(3,294)	(399)	–	–	–
Schooner Foundation – 2025	–	17,505	(8,820)	–	–	**8,685**
UBS Optimus Foundation UK – 2024	102,873	–	(102,873)	–	–	–
UBS Optimus Foundation UK –2025	–	300,000	(165,174)	–	–	**134,826**
Total restricted funds	324,801	1,721,237	(1,632,290)	–	8,161	**421,909**
Unrestricted funds	203,373	894,221	(1,094,059)	–	(8,161)	**(4,626)**
Total funds	528,174	2,615,458	(2,726,349)	–	–	**417,283**

The narrative to explain the purpose of each fund is given at the foot of the note below.

17b Movements in funds (prior year)

	At 1 January 2024 £	Income & gains £	Expenditure & losses £	Transfers from RTI & Amna Charit-able Fund £	Transfers £	At 31 December 2024 £
Restricted funds:						
Auxilium Foundation	–	50,392	(50,392)	–	–	–
Bernard van Leer Foundation	–	214,717	(142,382)	–	–	72,335
Choose Love - 2024	–	135,000	(135,000)	–	–	–
Choose Love - Palestine	–	50,000	(50,000)	–	–	–
Comic Relief	–	47,500	(47,500)	–	–	–
Conrad N. Hilton Foundation - 2024	–	272,007	(141,277)	–	–	130,730
Karl Kahane Foundation - 2024	–	66,368	(66,368)	–	–	–
Karl Kahane Foundation - Lebanon	–	39,774	(24,604)	–	–	15,170
Schooner Foundation - 2024	–	56,000	(52,307)	–	–	3,693
UBS Optimus Foundation UK -2024	–	520,000	(417,127)	–	–	102,873
Total restricted funds	–	1,451,758	(1,126,957)	–	–	324,801
Total unrestricted funds	–	378,481	(710,590)	535,482	–	203,373
Total funds	–	1,830,239	(1,837,547)	535,482	–	528,174

Purposes of restricted funds

Bernard van Leer Foundation: awarded to implement the final 2023 phase of Amna's strategy consolidation and towards Amna's Community Healing Partnerships programme in one new region in 2024 and 2025.

Choose Love: The 2025 grant was awarded for grants to Amna's partner organisations providing psychosocial support to displaced communities in Lebanon and towards Amna's UK staff costs to support therse activities.
The 2024 grant was awarded to offset expenses including salaries in operational and programmic roles and to partially support Amna's Dinami programme in Greece.
The 2024 Palestine grant contributed to Amna's emergency programme to provide mental health and psychosocial support to children and families affected by the war in Gaza.

Comic Relief: awarded to expand certain programmes in the Middle East, specifically in Lebanon and Jordon.

Conrad N. Hilton Foundation: The 2025 grant was to support the delivery of essential mental health services to refugees facing violent conflict and forced displacement in Afganistan and Palestine.
The 2024 grant awarded to support Amna's Afghanistan Emergency Response programme.

Inner Foundation: awarded to support Amna's Systems of Care Master Trainer Programme in Eastern Europe targeting emerging adults aged 18-30.

17 Movements in funds (continued)

Karl Kahane Foundation: the 2024 and 2025 grants were awarded to support the programme Building Community Capacity for Healing Through Amna's Community Partnerships Model.
The Lebanon grant was to awarded to support Amna's Emergency Funding - Lebanon programme.

LEGO Foundation: awarded to support the introduction of the Thriving Through Play Baytna Programme in Lebanon.
Auxilium Foundation: awarded for Amna's project Healing the scars of displacement for refugees worldwide: growing Amna

UBS Optimus Foundation UK: The 2024 and 2025 grants were awarded for Amna's project Nurturing Joy and Belonging in Displaced Communities from Ukraine

Schooner Foundation: The 2025 grant was awarded for capacity building, in particular to strengthen Amna's IT infrastructure and cyber security.
The 2024 grant was for Amna's emergency response efforts in Lebanon

Unrestricted funds
Unrestricted funds represent resources available for general purposes that fall within Amna's charitable objectives.

18 Operating lease commitments payable as a lessee

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods

	Property	
	2025	2024
	£	£
Less than one year	**1,421**	1,421
	1,421	1,421

19 Capital commitments

At the balance sheet date, the charity had no commitments for capital expenditure (2024: £ nil).

20 VAT Registration and Compliance

Amna submitted its VAT registration application to HMRC on 26 March 2026, together with a cover letter prepared by Buzzacott LLP setting out the technical position in relation to the reverse charge liability identified during the 2024 audit. As at the date of signing these accounts, a response from HMRC is still awaited. The trustees do not consider this to constitute a material uncertainty in respect of the going concern basis of preparation.