Minority Rights Group



# Annual Report & Audited Accounts 2025

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Cover Image: Benson Ngusilo stands in the Sasimwani area of the Mau Forest Complex, from which he and the rest of his indigenous Ogiek community was evicted in late 2023. *Diana Takacsova. This photo comes from a series made possible with support from the Pulitzer Center Rainforest Reporting Grant. Diana was a participant in our 'Media, Minorities and Migration' programme 2017-2021, which trained journalists to report sensitively minorities and migration to counter dominant media narratives.*

# Contents

1 **About us**

2 **A few words from our Executive Director**

4 **Why MRG's work matters – snapshots of our impact**

11 **Acknowledgments**

12 **Report of the Council**
Implementing the first year of our 2025-2028 strategy

26 **MRG's structure, governance and management**
Reviewing risks to the charity 2025

29 **Report of the Council: Financial review**

35 **Independent Auditor's Report**

39 **Financial activities 2025**

64 **Reference and Administrative Details**

Minority Rights Group

# About us

Minority Rights Group (MRG) is the leading human rights organization working with ethnic, religious and linguistic minorities, and indigenous peoples worldwide.

Millions of people are denied basic rights because they are different. We support minorities and indigenous peoples in the defence of their rights – to the lands they live on, to the languages they speak, to the beliefs they hold, to the cultures they enjoy, to equal opportunities in education and employment, and to full participation in public life.

We work with ethnic, religious and linguistic minorities, and indigenous peoples to secure their rights and foster greater understanding between communities. We are guided by the needs expressed by our worldwide network of over 300 partner organizations in more than 60 countries.

Together, we challenge power structures that marginalize and exclude those who are different.

We understand how discrimination based on age, class, gender and disability can have compounding effects on disadvantaged minorities and indigenous peoples. Our campaigns target governments and communities to address and eliminate such attitudes and structures.

MRG has over 50 years' experience of working with non-dominant ethnic, religious and linguistic communities, and we bring a long-term, evidence-based perspective to all the work we do. We work with minorities and indigenous peoples as diverse as Batwa in Central Africa, Roma in Europe, Christians in Syria, and Dalits in India and Nepal, among others.

MRG is an international non-governmental organization with an international governing Council that meets twice a year. We hold consultative status with the United Nations Economic and Social Council (ECOSOC) and observer status with the African Commission on Human and Peoples' Rights (ACHPR) and are also registered with the Organization of American States.

Our truly global scope is reflected in our two regional offices in Kampala (Uganda) and Budapest (Hungary), as well as our regional presence in Asia, Latin America, the Middle East and North Africa.

Our engagement with regional and international bodies such as the ACHPR, the European Union and the United Nations is supported by colleagues based in Banjul, Brussels and Geneva.



Natalia Ermakov wearing traditional Erzya attire (Republic of Mordovia, Russia) at the XV Ethno-fair ETNOLAAT. The fair had over 12,000 visitors in September 2025 and was supported by MRG's MARIO programme. Tallinn Town Hall Square, Estonia. *Courtesy of the Estonian Union of National Minorities (Eestimaa Rahvuste Ühendus).*

# A few words from our Executive Director

2025 brought extreme challenges for those working in international development and human rights. Many long-held values were questioned, and, indeed, rapidly jettisoned by some actors. The US' rapid international funding shutdown jeopardized the lives and health of millions and ended thousands of vital education, poverty, governance and rights projects. MRG was thankful to escape relatively lightly, though we are affected by increased competition for every other funding source in our sector, and are aware of the grave impacts on many organizations with which we are in partnership or whose work complements our own.

We have welcomed the gathering pace of global social media regulation over the last year, having long highlighted social media's power to propagate hate, discrimination, violence and polarization. Nevertheless, we have watched with alarm the explosive rise of Artificial Intelligence with its capacity to concoct falsehoods and make decisions with the inherited biases of our societies.

Climate change continues to devastate, with minorities and indigenous peoples often most affected despite contributing least. Renewed drought in Somalia. Intense tropical storms across Asia and the Caribbean. From the DRC to Myanmar, Palestine to Ukraine, conflicts devastating lives and lands. Some states continue to reject or undermine multilateralism, sidelining the UN and failing to pay their dues. Democratic backsliding has become more common than not. The bulwark the UN provided is needed now more than ever, and yet it is now more than ever in question.

MRG supports minority and indigenous rights defenders – those brave enough to act even when their own states fail them. The determination of our 300-strong network of partners remains high. Their power is growing and growing. Yet in country after country, their work is



increasingly hamstrung by authoritarian crackdowns on civil society.

This year has shown us just how deeply every struggle is intertwined.

Today's conflicts will have grave environmental consequences for generations to come, not only where they are fought but across our shared world. Weakened and silenced multilateral institutions will struggle to protect peace in such precarity. History

reminds us that when challenging circumstances prevail, those in power will scapegoat those who are different – aided no doubt, by new digital tools.

How do we stay determined, despite everything? How to build on glimmers of progress and hope? How to reverse these damaging trends? How to break these negative, and potentially cataclysmic, feedback loops?

MRG enshrines intersectionality not only as an analytical framework but as the focus of our fight. We are forging space for minorities, and particularly 'minorities within minorities' (those affected by intersectional discrimination), to have their voices heard. We have embedded work on youth, data and misinformation, humanitarian emergencies, and gender and disability inclusion throughout our work worldwide.

We are shifting power and funding to the global grassroots. In 2025, we renewed this commitment to localization by refreshing the statutes of our Africa office and beginning work towards new offices in Asia and the Middle East. Sub-granting directly to minority and indigenous rights defenders is an ever-growing component of our strategy. We are cultivating new networks and partnerships to achieve louder voices in support of progress. We co-design with communities and influence decision-makers at the local, national and international levels, to amplify the voices of those who so often go unheard and unheeded.

At MRG we refuse to give up. While seeking maximum impact, we continue to work towards the day our organization is no longer needed.



**Claire Thomas**, March 2026

# Why MRG's work matters – snapshots of our impact

## Community Barazas empower Batwa parents

In rural Rwanda, Batwa parents with disabilities face overlapping barriers of poverty, stigma, isolation and limited access to information. MRG's partner Abadasigana organized barazas (community meetings) on human rights issues, fostering dialogue among parents, local leaders and service providers within existing community structures.

This resulted in tangible change. Peer support networks were set up, reducing parents' isolation and enabling mutual assistance. Increased awareness reduced stigma and improved the uptake of healthcare and education services. Family relationships grew stronger, improving care and emotional support for children. Parents also began engaging more confidently with local authorities to advocate for their rights. As one participant explained: *'Before the Baraza, I felt isolated and unable to speak about my challenges. Now, I have confidence and support from other parents. I learned how to better care for my child and where to go when I need help. This has changed my life.'*



Baraza in Rwanda organized through the programme. *Abadasigana.*

## Justice for the Bambuti

In December 2025, Congolese warlord Roger Lumbala was convicted for complicity in crimes against humanity committed against indigenous Bambuti and other communities during the Second Congo War. MRG was a civil party in the case alongside other NGOs. We supported four survivors, including two Bambuti, and our Congolese partner organization PAP-RDC to participate in the trial in Paris. An MRG investigative report published in 2004 was vital to the prosecution. MRG Executive Director Claire Thomas gave evidence alongside one of her predecessors Mark Lattimer.

The verdict marks the first time crimes documented in the UN DRC Mapping Exercise Report (1993-2003) have been successfully prosecuted, ending over two decades of impunity. It delivers long overdue recognition of atrocities including torture, rape and forced labour committed against the Bambuti. It affirms that indigenous peoples' lives matter under international law and that perpetrators can be held accountable.

In the words of MRG Executive Director, Claire Thomas, the *'verdict shows that international law can bring justice for those who have been silenced. We can only hope it will deter those committing such abuses in the DRC now.'*



A court sketch from the trial of Roger Lumbala. *Courtesy of TRIAL International.*

## You Have Your Language, I Have My Voice

In Morocco, although the Tamazight language has been officially recognized since 2011, public institutions operate in Arabic, limiting access to justice, services and education for Amazigh communities.

MRG supported the NGO La Voix de la Femme Amazighe ('the Voice of the Amazigh Woman') to deliver legal literacy programmes in Tamazight and conduct research on issues including early marriage.

As a result, women learnt to read official documents, a widow successfully advocated for her land rights in court, a teenage girl at risk of early marriage was empowered to withhold consent, and a woman was elected in local elections.

*'Our proudest achievement',* recounts Amina Zioual, founder of the NGO, *'was to produce a research report highlighting how the judicial system discriminates against Amazigh women, which we shared with relevant state institutions involved in the implementation of Law 26/16, which mandates the integration of the Amazigh language across all public institutions in Morocco'.*



Amina Zioual (right), President and Founder of NGO La Voix de la Femme Amazighe stands with Yamna Adsia (left), head of a women's cooperative in Rabat. *Photo courtesy of La Voix de la Femme Amazighe, taken during a women's cooperatives event held in Rabat, Morocco, in February 2025.*

## Adivasi communities claim their rights

In Raigarh, India, unregulated extractive mining has caused deforestation, waste dumping and environmental degradation. Indigenous Adivasi communities – reliant on natural resources for their material and cultural survival – are gravely affected.

Yet many are unaware of legal protections and lack strategies to address these impacts. MRG and its partner CSNR India trained community members on relevant laws, documentation tools and administrative processes, while supporting community mobilization and the identification of legal remedies. Thirteen villagers filed a complaint before the Sub-Divisional Magistrate, triggering an official inquiry.

The resultant report confirmed environmental damage and its impact on livelihoods, recommending compensation for the complainants. This positive response has encouraged 52 more farmers to file complaints.



Adivasi activists protest against the construction of a 7-km road for the Aamdai Ghati mine in Narayanpur, Chhattisgarh. *Elke Scholiers / ZUMA Press Wire.*

## Political participation in Sri Lanka

In Sri Lanka, the political participation of minority communities is limited due to ethnic tensions, political polarization and systems that favour majority interests. Policies addressing the situation have proved insufficient, while discrimination and risks of violence further constrain participation.

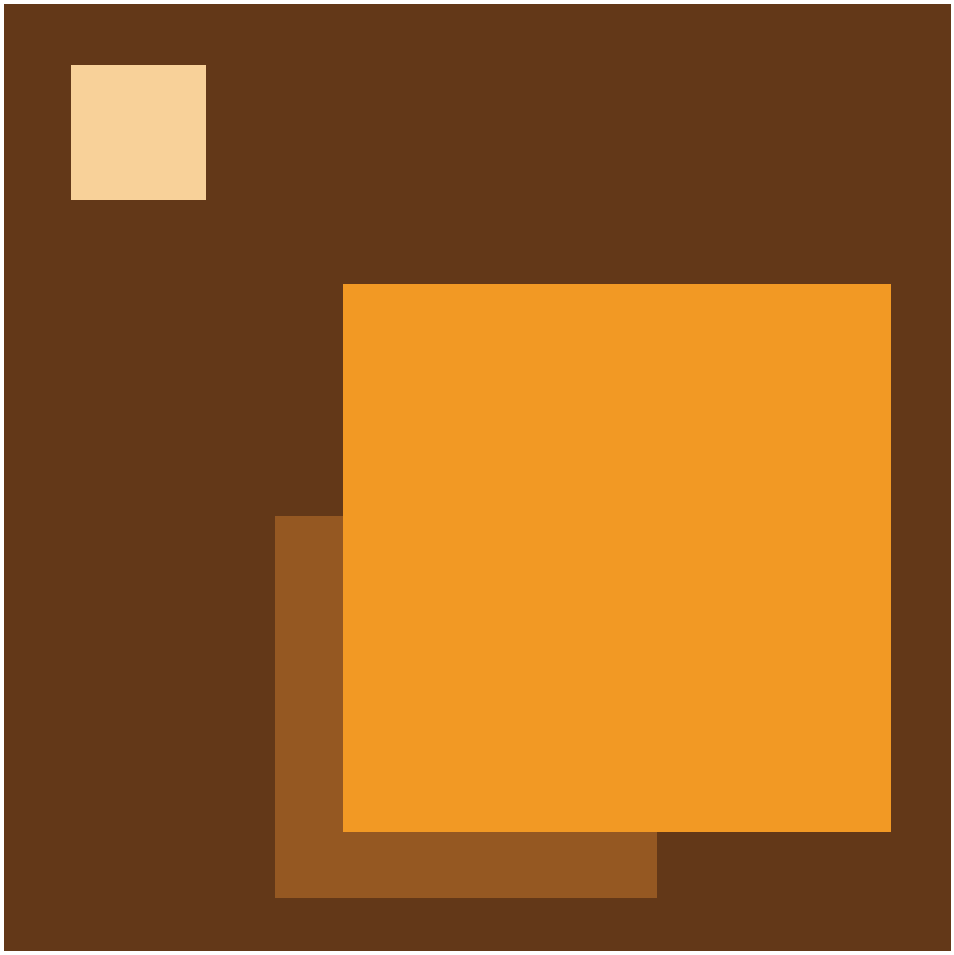
MRG and its partners, the Human Development Organization, Sri Lanka Development Journalists Forum, and Eastern Social Development Foundation (ESDF), worked to increase political participation among minority community members, particularly women and youth, strengthening their capacity and confidence to engage as voters, candidates and advocates.

As ESDF commented, the work *'not only enhanced their understanding of the political landscape but also created a platform to share their struggles, build strong networks, and gain the confidence to stand for political elections.'*

During the 2025 local government elections, 22 minority women and two minority young people contested for the first time. Two of those women were elected to office.




Sri Lanka programme participant at a training for persons with disabilities.



## Inclusive curriculum reform in Pakistan

At a university in Faisalabad, Pakistan, all students have historically been required to take a course on the Quran. MRG's partner AWAM Pakistan identified the discriminatory impact of this on religious minority students.

Through sustained advocacy, they requested adjustments for non-Muslim students from the university. As a result, the university approved a new alternative course, 'Dialogue, Diversity and Peaceful Coexistence', for non-Muslims, the first-ever course for religious minority students at the university.

This established a precedent for religious accommodation in Pakistan's higher education system, providing a model for other universities to recognize religious diversity.

# Report of the Council: **Acknowledgments**

## Our Allies

MRG would like to thank all the partners and activists who worked with us in 2025, many in challenging security environments. We are grateful to all decision-makers at the local, national or international level who listened to minority and indigenous viewpoints and acted. We thank the many journalists and editors who featured news on minorities and indigenous peoples in print, broadcast or online media. Special thanks to Ashurst LLP for their invaluable pro bono legal support.

## Our Donors

Our donors in 2025 included: the Allan and Nesta Ferguson Charitable Trust, the Canadian International Development Research Centre, Canal France International, the Embassy of the Netherlands in Tunis, the Emerging Markets Foundation, the Ericson Trust, the estate of John Barton, the European Union, the Fund for Global Human Rights, the Foundation for International Law for the Environment, Grand Challenges Canada, the International Research & Exchanges Board, Irish Aid, the Norwegian Agency for Development Cooperation, the Overseas Development Institute, the Robert Bosch Stiftung, the Swedish International Development Cooperation Agency, the Swedish Ministry for Foreign Affairs, the Swiss Federal Department of Foreign Affairs, the Taiwan Foundation for Democracy, the United Nations Democracy Fund, the United Nations Office of the High Commissioner for Human Rights, the United Nations Population Fund, the United States Bureau of Democracy, Human Rights, and Labor, and the Wellcome Trust.



# Report of the Council: **Implementing the first year of our 2025-2028 strategy**

The central objective of our strategy is to empower communities affected by discrimination, poverty and/or oppression to claim their rights to equality, non-discrimination and a life of dignity in peace, and support them to achieve progress towards improved fulfilment of human rights for their communities and all groups within them.

To achieve this, MRG's strategy is organized around three interlinked **strategic objectives** that guide all interventions: **combatting persecution**, **challenging marginalization** and **realizing climate justice**. Within this, we focus on and track progress against **six results**, which together represent the pathways through which change is achieved and rights are more fully realized. Each area of intervention contributes to one or more of these results, providing a clear and coherent way of achieving our overall objective.

1. **Learning**: empowering and building the resilience of human rights defenders through the sharing of knowledge, skills and attitudes that advance minority and indigenous rights.
2. **Support**: ensuring that human rights defenders under threat receive timely, effective and tailored assistance.
3. **Participation and movement building**: strengthening collective action and enabling inclusive decision-making.
4. **Information**: generating and disseminating accurate and influential information that drives both awareness and change, as well as challenging disinformation and hate speech.
5. **Rights claims and advocacy**: supporting legal, policy and public actions that challenge discrimination, assert rights and advance justice.
6. **Cross-cutting change**: creating gender, community and social transformations linked to MRG's interventions.

Each MRG intervention from Brazil to Zimbabwe contributes to one or more of these results. This ensures a coherent and measurable approach to driving systemic change. These objectives are mutually reinforcing and frame MRG's rights-based programming, advocacy and partnership work across all regions, methodologies and themes. Along with our partners, in 2025 we have progressed towards our annual targets under each objective and across 54 countries.

## Objective 1: Combatting persecution

**We tackle persecution and ensure protection for minority and indigenous communities and the human rights defenders who protect their rights**. Throughout 2025, minorities and indigenous peoples faced persecution, exclusion and shrinking civic space, with heightened risks for women activists. MRG supported grassroots partners to document abuses, strengthen advocacy and protection, and engage decision-makers. This increased the visibility of violations, enabled participation in influencing processes and contributed to advancing accountability and rights claims.

### Highlights

- In **Palestine**, human rights defenders received an emergency grant in response to intimidation, surveillance, harassment, disruption of community meetings, digital breaches, movement restrictions and threats to activists' families. MRG's support strengthened physical and digital security, enabled temporary relocation and psychosocial assistance, and sustained work on women's empowerment, peacebuilding and minority rights under severe civic space restrictions.
- In **Myanmar**, through a series of online sessions, members of religious minority communities, including women, youth and persons with disabilities, strengthened their understanding of minority rights in general and freedom of religion or belief in particular.
- In **Nepal**, stakeholders from religious minority communities contributed evidence, analysis and testimony on discrimination and the impact of an anti-proselytization law to a national roundtable discussion and submissions to the United Nations.
- In **Brussels**, MRG organized the 26th EU-NGO Human Rights Forum – a platform for direct engagement with EU institutions, policy dialogue, and the sharing of evidence, testimonies and advocacy priorities. We supported civil society actors and human rights defenders from around the world to participate in discussions focused on discrimination, intersectionality and civic space. The forum created a space for these activists to contribute to recommendations informing EU human rights priorities and programming.

### Combating persecution in numbers

- **1,152** people (including **555** women and **4** persons with disabilities) reported learning about human rights and related topics through MRG programme activities combating persecution.
- **43** minority and indigenous rights defenders fighting persecution, **23** of whom were women, were supported to address immediate risks and/or ongoing operational challenges.
- **619** underrepresented stakeholders, including **289** women, participated in consultation and influencing processes to counter persecution.
- **61** rights claims (**18** addressing women's rights, **2** of those by persons with disabilities) were directed to people with power or influence.

## Objective 2: Challenging marginalization

**We challenge marginalization by advancing equality in access to rights, services and participation in decision making**. Minority and indigenous communities remain excluded from policymaking, with limited data masking persistent inequalities.

In 2025, MRG strengthened partner capacity in evidence gathering and advocacy, enabling communities to claim their rights and engage decision-makers. Targeted support increased participation by women, youth and persons with disabilities in national, regional and UN policy processes.



Regional training held for our grantees from South and Southeast Asia working on freedom of religion or belief. Bangkok, October 2025.

### Highlights

- In **India**, a defender serving religious minorities received legal assistance and counselling following a caste-based attack, enabling him to pursue a legal complaint and engage with the justice system.

- In **Uzbekistan**, training helped representatives of NGOs, cultural centres and political parties learn about cross-sectoral cooperation, network-building and designing joint initiatives. Members of the supported NGOs then secured small-scale grants and implemented advocacy and information campaigns for minority communities.

- In **Namibia**, we supported advocacy by the Nama Traditional Leaders Association which led to the withdrawal of the RheinischWestfälisches Elektrizitätswerk company from an ammonia project planned on ancestral land without consultation. This removed a key buyer, undermined the project's viability and signalled that failing to respect indigenous rights carries

consequences. The intervention strengthened calls for free, prior and informed consent and increased pressure on both the government and private actors to comply with international rights obligations.

- In **Somalia**, where much of the population is dependent on aid, MRG and partners made a rights claim to UN humanitarian actors, highlighting that minority groups are often missing from official data, helping to improve plans to identify and include minorities in aid distribution and aid accountability mechanisms.

## Challenging marginalization in numbers

- **4** human rights defenders and marginalized stakeholders, including **two** women, were supported to mitigate and overcome factors interfering with or posing a risk to their activity challenging marginalization.
- **1,908** stakeholders (including **1,218** women and **99** persons with disabilities) reported learning through MRG programme activities.
- **4,144** stakeholders (including **1,584** women and **326** persons with disabilities) participated in consultation or influencing processes to challenge marginalization with support from MRG or its partners.
- **169** rights claims were directed to people with power or influence. **138** of these addressed minority or indigenous women's rights, and **15** concerned minority or indigenous persons with disabilities.



A young Bajuni Somali mother at Al-Biri IDP Camp at the outskirts of Mogadishu. *Mahamud Utaama.*

## Objective 3: Realizing climate justice

**We achieve climate justice by supporting minority and indigenous environmental rights activists**. Minority and indigenous communities remain excluded from climate decision-making, and their traditional ecological knowledge remains disregarded. In 2025, MRG trained minority and indigenous environmental defenders on environmental justice, land rights, evidence generation and advocacy. Participants applied skills through legal support, research and reporting, while their engagement in climate fora increased visibility and influence on environmental rights and policy processes, alongside MRG's own.

### Highlights

- In **Kenya** and **Uganda**, members of communities affected by climate change learned through training sessions how to document environmental violations safely and inclusively, understand legal frameworks, protect environmental defenders, report in contexts of restricted civic space, and develop community-led action plans.
- In **New York**, MRG and partners supported stakeholders from **Kenya**, **Iraq** and **Brazil** to participate in a side event at the UN Permanent Forum on Indigenous Issues. They shared indigenous solutions to climate change and water-related health challenges with an audience of activists and decision makers.

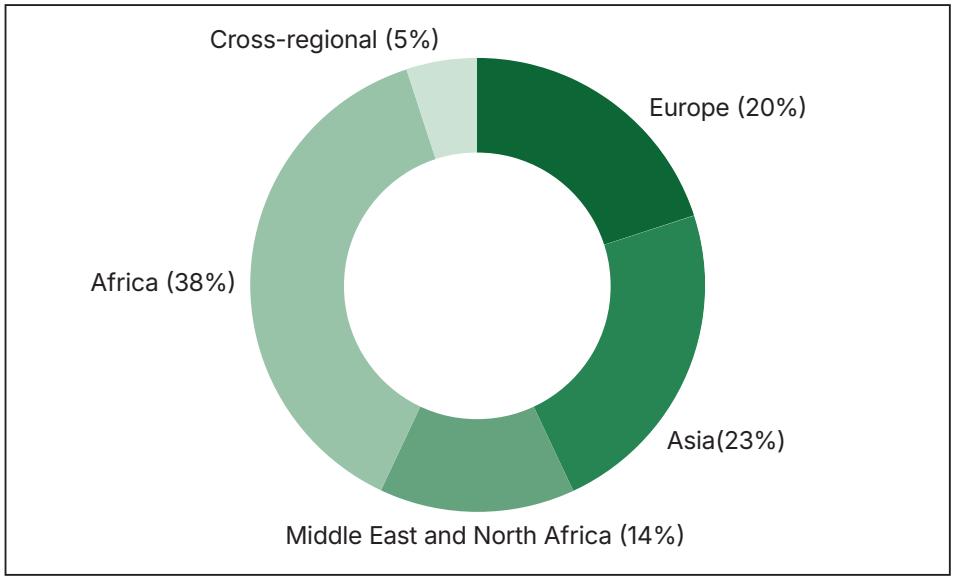
### Challenging climate justice in numbers

- **396** people, **88** of whom were women and **18** persons with disabilities, reported learning about climate justice through MRG programme activities, and **24** reported applying it in practice.
- **234** underrepresented stakeholders (**110** women, **6** persons with disabilities) participated in consultation or influencing processes on climate justice.
- **51** climate justice rights claims (**19** addressing the rights of women) were directed to people with power or influence.

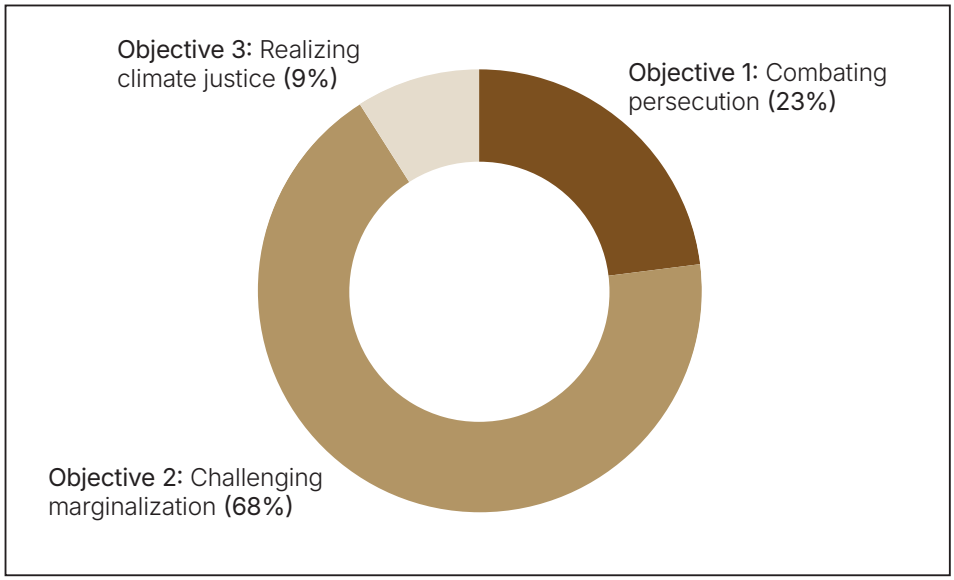



Indigenous protestors at Bonn SB62. *Stefania Carrer/MRG.*

Geographic scope of MRG's work in 2025 (% of reported achievements by world region)




MRG's work by strategic objective in 2025 (% of reported achievements by strategic objective)



# Our results in 2025

## Result 1: **Learning**



**Stakeholders gain and apply skills, knowledge, tools or changed attitudes through MRG.** A total of 3,456 persons reported gaining knowledge and skills from MRG programmes, including 1,861 women, 121 persons with disabilities, and 1,870 persons belonging to religious minorities. Of these, 339 reported applying their learning in practice, including 129 women, 50 persons with disabilities, and 80 persons belonging to religious minorities.

## Result 2: **Support**

**Minority and indigenous rights defenders under threat or insufficiently resilient receive support from MRG.** A total of 47 individuals were supported, including 25 women and 9 individuals serving religious minority communities.



## Result 3: **Participation and movement building**



**Stakeholders participate in processes to advance minority and indigenous rights with support from MRG.** A total of 3,997 stakeholders participated, including 1,983 women and girls, 332 persons with disabilities, and 267 individuals from religious minority communities.

## Result 4: **Information**

**Accurate and complete information is accessed by and generates impact on people with power/ influence and other target audiences.** MRG, its resources or its programmes were mentioned a total 1,528 times in the media, gathering an estimated 3,557,461,372 views. The MRG website recorded 1,318,646 monthly user sessions and 1,020,226 monthly users. MRG reports were downloaded 10,619 times in 2025.



## Result 5: **Rights claims and advocacy**



**Rights claims are identified, documented, and filed, and advocacy is conducted.** A total of 281 rights claims were made, including 175 focusing on women and girls, 17 on persons with disabilities, and 76 on religious minorities.

## Result 6: **Cross-cutting change**

**MRG's interventions contributed to improved access to services, stronger support networks, greater awareness of rights and more organised action to address exclusion**. In relation to gender, minority women used rights knowledge and advocacy to challenge exclusion, increasing their agency in private, community and public spaces. This was reflected in women claiming land, resisting early marriage, contesting elections and entering local decision-making, showing shifts in who can assert rights and influence community norms.



## Crosscutting change

Our theory of change recognizes that sustainable progress requires action at interconnected levels: community empowerment, institutional accountability and the transformation of narratives and social norms, underpinned by a gender-transformative and intersectional approach. Partner consultations have reaffirmed these priorities and emphasized key cross-cutting areas of focus: data, information and disinformation; humanitarian emergency response; young people; and intersectionality. These act as guiding lenses across our work, ensuring that interventions address the multiple and overlapping drivers of exclusion and strengthen coordinated and inclusive approaches.

### Data and information

Exclusion is reinforced by the absence, distortion or misuse of information on minority and indigenous communities. When data is missing or biased, minority and indigenous needs remain invisible, policies are poorly targeted, and harmful narratives spread. MRG supports disaggregated and community-led evidence production to inform advocacy, challenge harmful narratives and engage decision-makers.

- In **Brazil**, after five years of MRG and partners' advocacy, statistical authorities introduced new disaggregation techniques to better capture the experiences of Black and indigenous persons with disabilities.

### Humanitarian emergency response

We know that exclusion from aid systems can leave minorities and indigenous peoples without support, while a world increasingly affected by climate change means more frequent and more severe disasters and emergencies. MRG promotes inclusive and accessible systems that reflect the needs of marginalized groups.



Preparing food for guests at a Muslim wedding in Thailand's Southern Border Provinces. *Waeasmee Waemanor (young photojournalist trained by MRG programme).*

- In **Somalia**, a multilingual feedback mechanism enabled minority displaced persons to share data on camp conditions and services, improving the responses of aid providers.

## Youth empowerment

Minority and indigenous youth have the most to lose when minority and indigenous cultures are denied, assimilated or lost altogether.

At the same time, a new generation of activists is stepping forward to defend their rights in spite of global polycrises threatening their futures. We ensure youth access to decision-making by strengthening their advocacy skills and brokering participation.

- In **Thailand**, we trained and inspired young Patani Muslims to use the power of the camera as a form of non-violent resistance, documenting their daily lives and ongoing challenges, to inspire a peaceful resolution to the conflict in the region.

## Intersectionality

Those affected by multiple discrimination or 'minorities within minorities' face compounded barriers in accessing their rights. We ensure that our interventions address overlapping and multiplying grounds of discrimination. Gender and disability lenses are incorporated into all areas and levels of our work.

- In **Morocco**, a regional study examined the situation of women with disabilities, addressing legal, social and institutional barriers. Women with disabilities participated in discussions with government and civil society actors, contributing to recommendations on access to services, political participation and policy reform.



A workshop held in Morocco as part of MRG's Minorities, Accountability and Civic Space programme in the MENA region. *Sheimaa Oubari.*

## Publications, press and digital media

In 2025, we published six reports, all of which had a strong intersectional focus: *Exploring the status of persons with disabilities among minority and indigenous communities in Bangladesh*; *Minority Inclusion Learning: Focus on Implementing Partners*; *Divided and weakened: The collapse of minority politics in Sri Lanka*; *Maternal and reproductive health: voices of indigenous women and girls*; *Thailand's Southern Border conflict: Intersectional impacts on minority communities*; and *Isolated and Recently Contacted Indigenous Peoples of the Amazon and Gran Chaco Regions*.

Since 1997, MRG's World Directory of Minorities and Indigenous Peoples has been a trusted and verified source of information for journalists, governments, UN officials and academics across the globe. We continued to recruit regional advisers to our network of contributors for our Directory, with three joining at the end of 2025. We now have nine advisers covering the following regions: Central America and the Caribbean, Latin America, West Africa, Southern Africa, the Gulf States, Central Asia, East Asia and Oceania.

In 2025 there were 989,000 active users on MRG's website who spent on average 55 seconds each browsing the site, around 12% longer than the internet-wide average. Twitter followers increased by 19%, as compared to 2024, while Facebook increased by 22%, Instagram increased by 42%, LinkedIn increased by 40% and YouTube increased by 38%. In 2025, MRG was mentioned in the media 1,528 times (up 25% from 1,204 in 2024), with overall views of these articles at 3,624,437,250 (up 12%). Major sources of coverage included the Bambuti case and references to our World Directory of Minorities and Indigenous Peoples in breaking news stories with minority or indigenous angles.

## International advocacy

### African Union

In 2025 we continued to engage the ACHPR and the African Court on Human and Peoples' Rights on the progress on the implementation of the Endorois and Ogiek cases. We supported our partner organizations and their staff to participate in the ACHPR's ordinary sessions. We are pioneering the discourse on challenging fortress conservation at the ACHPR and encouraging States to ensure the inclusion of indigenous peoples as the custodians of conservation areas. We have organized and participated in numerous events during African Union summits and the ACHPR's sessions, mainly focussing on the central issues of conservation and climate change, continuing to press for change in key cases like that of the Batwa of Kahuzi-Biega. We use these events to highlight violations, amplify community perspectives and foster dialogue on rights-based ways forward.

### European Union

MRG is an active member of major regional EU civil society platforms, including: the EU-ASEAN Civil Society Steering Committee on Human Rights; the European Commission on the EU Civil Society Facility for the Mediterranean, as an implementing partner under a framework partnership agreement; and the Human Rights and Democracy Network, for whom we acted as the lead civil society coordinator for the 26th EU-NGO Forum in cooperation with the European External Action Service and the Directorate-General for International Partnerships. We have been involved in a wide range of EU Human and Political Rights Dialogues throughout 2025, including on Brazil, Colombia, India, Indonesia, Kyrgyzstan, Pakistan, Sri Lanka, Tajikistan, Thailand, Ukraine and Uzbekistan.

### UN and other advocacy

MRG continues to provide country-specific information and other inputs to UN treaty bodies and special procedures, as they review the human rights record of member states, and develop thematic reports, guidance and recommendations

on specific topics. MRG submitted 10 country-specific reports in 2025 on the situation of minorities and indigenous peoples in Botswana, the DRC, Egypt, India, Kenya, Myanmar, Nepal, Pakistan, Tunisia and Rwanda.

37 recommendations were made by UN human rights mechanisms to member states based on MRG submissions. Additionally, MRG contributed to the development of thematic reports, General Comments and recommendations by UN expert bodies through five submissions in 2025, namely to the Expert Mechanism on the Rights of Indigenous Peoples, the Committee on the Rights of Persons with Disabilities, the Committee on the Elimination of Racial Discrimination, the Special Rapporteur on freedom of religion or belief and the Special Rapporteur on minority issues.

A key UN advocacy event for MRG is the annual Forum on Minority Issues, which was held from 27 to 28 November 2025 in Geneva with the theme *The Contribution of Minorities to Diverse, Resilient, and Peaceful Societies*. We supported the attendance of 11 minority rights defenders from Asia, Europe and the MENA regions – eight of whom were women, three men and two minority persons with disabilities. At the Forum, MRG co-hosted a side event with the Permanent Mission of Austria to the United Nations on the topic of Building trust and social cohesion. Among the speakers were the UN Special Rapporteur on minority issues and one of the laureates of the International Contest for Minority Artists – an initiative of the City of Geneva, the UN OHCHR and MRG – as well as minority rights defenders from Egypt, Colombia, Nepal and Pakistan. Around 80 people were in the room, including a large number of state representatives.

At the UN General Assembly, MRG helped shape the UN's minority rights priorities for the next year by contributing to the drafting and negotiations of the annual minority rights thematic resolution put forward by Austria and the core group of supporting member states; it was adopted following a recorded vote. MRG also contributed to the amendment of the resolution on human rights in Ukraine adopted by the Human Rights Council in April 2025. Other side events have included:

- *Reparations for victims of Russia's aggression against Ukraine: Victims' perspectives on challenges and paths forward*, held during the 58th session of the UN Human Rights Council, with the participation of Pablo De Greiff from the Independent International Commission of Inquiry on Ukraine and the Ambassador and Permanent Representative of Ukraine to the United Nations in Geneva, as well as three Ukrainian civil society experts, including an MRG Roma partner.

- *Indigenous-led solutions to climate change and water-related health challenges*, held at the UN Permanent Forum on Indigenous Issues under MRG's Rift Valley Waters programme. Participants included an MRG partner representing the Endorois community as well as representatives of the Munduruku people in Brazil and the Marsh Arabs in Iraq. The Deputy Permanent Representative of Finland to the United Nations provided opening remarks.

## Legal work

Former DRC warlord Roger Lumbala was tried from 12 November to 15 December 2025 in Paris in a historic universal jurisdiction case. On the final day of the trial, Lumbala was convicted and sentenced to 30 years' imprisonment for his complicity in crimes against humanity affecting Bambuti and other victims. Among others, MRG and three Bambuti victims were civil parties in the criminal proceeding, which was based on evidence documented in a 2004 MRG report. The case was a historic opportunity for justice; it was the first-ever case before a domestic tribunal adjudicating the mass atrocities committed in the DRC during 2002-2003, specifically the campaign of terror

called 'Effacer le Tableau' ('wiping the slate'), which Lumbala had orchestrated. After years of preparation, MRG worked alongside our local partner PAP-RDC as well as the Clooney Foundation for Justice, Justice Plus and Trial International to bring more than 20 witnesses to testify in court. While Lumbala has appealed the decision, the verdict is already a major landmark in the global fight against impunity and a huge success for the victims and their families.

Another major legal decision was handed down in December 2025, namely that of the African Court on Human and Peoples' Rights, concerning the indigenous Ogiek of the Mau Forest in Kenya. The Ogiek have lived in the Mau Forest since time immemorial and are the custodians of the environment on which they depend. Yet for decades, they have been routinely subjected to arbitrary forced evictions from their ancestral land without consultation or compensation. MRG has been assisting in their case against the Kenyan government since 2009. In 2024, the African Court held the first implementation hearing in its history, concerning the Kenyan government's failure to implement the landmark 2017 and 2022 judgments, recognizing the Ogiek's right to their ancestral lands in the Mau Forest and granting reparations. In December 2025, the Court issued a strongly worded decision, chastising the Kenyan government for its failure to implement the Court's orders. MRG continues to press for the implementation of both judgments.

For the members of the indigenous Mosopisyek of the Benet in Uganda, individual court cases have been brought by MRG to challenge the human rights violations perpetrated against them. These include killings and other violence committed by Uganda Wildlife Authority park rangers against Mosopisyek attempting to access their ancestral lands in what is now the Mount Elgon National Park, gazetted as a protected




Ogiek leaders and community members outside the African Court at the 2025 implementation judgment.




Christine Kandie, indigenous Endorois activist and MRG Council member, speaks at the United Nations Permanent Forum on Indigenous Issues 2025. *Naomi Hellmann.*

area. Though MRG has succeeded in achieving compensation for one applicant, these cases have proceeded slowly in the past six months for reasons related to the functioning of Uganda's judicial system. The filing of a broader land rights case to claim the collective right of the community to its ancestral territory is currently being supported.

MRG has been working alongside the Nama Traditional Leaders Association (NTLA) and numerous other NGOs to support the Nama and Ovaherero peoples in their fight for justice following the genocide that occurred during Germany's colonial rule over Namibia. A key issue remains ongoing development projects funded by the German government on Nama and Ovaherero peoples' traditional lands, including on sacred sites linked to places where massacres and enslavement took place. A welcome development occurred in September 2025, when the German company RWE pulled out of a project led by Hyphen Hydrogen Energy to produce ammonia on a site within Tsau||Khaeb National Park on Nama lands. NTLA with its coalition partners had written to RWE in April, explaining how the project repeats and reinforces colonial practices of land dispossession and noting that it would be proceeding without their free, prior and informed consent.

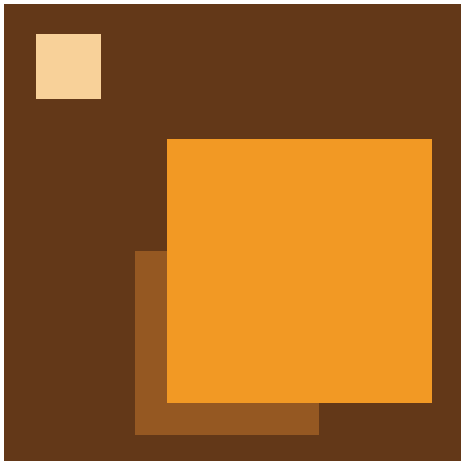
In 2009, Sejdić and Finci, two citizens of Bosnia and Herzegovina belonging respectively to the Roma and Jewish minorities, approached the European Court of Human Rights to challenge the discriminatory nature of their country's Constitution and electoral law. They won their case, in which Finci was represented by MRG, in a landmark ruling. Yet over fifteen years later, the implementation of the Sejdić and Finci judgment remains stagnant, with discriminatory provisions still barring minorities from key political roles in Bosnia and Herzegovina. MRG continues to advocate for the

implementation of the judgement, including by submitting communications to the Committee of Ministers of the Council of Europe, which oversees the implementation of judgments by the European Court of Human Rights. Most recently, MRG was invited by the European Implementation Network to brief Council of Europe delegations on the case in Strasbourg in February 2025, ahead of a Committee of Ministers' Human Rights (CMDH) meeting.

In the case concerning indigenous Batwa in the DRC, a favourable landmark decision was rendered by the ACHPR and was published by MRG in July 2024. The case concerns the forced removals of Batwa from their ancestral homeland in the Kahuzi-Biega National Park. We are now working with our local partner Environnement, Ressources Naturelles et Developpement (ERND) on implementation of the decision, including meetings with the DRC's National Human Rights Commission in 2025. However, the current crisis in the east of the country has severely affected the Batwa communities involved in the case and is delaying the envisioned work plan. Throughout the year, we continued to draw attention to their plight through advocacy at both the ACHPR and the UN.



A cow purchased in 2025 by a Mosopisyek community member. He bought the cow with compensation, having won a court case supported by MRG in which the court ordered the Uganda Wildlife Authority to pay 8,000,000 UGX (around 1666 GBP) as compensation for having been beaten by a park ranger.



# Minority Rights Group's Structure, governance and management

MRG is a charitable company limited by guarantee and its governing document is its Articles of Association. The Charity operates with an international governing Council (who are also the Trustees) that meets twice a year. It has consultative status with ECOSOC and observer status with the ACHPR.

The MRG Council is chaired by Anastasia Crickley. Council membership is broadly balanced and includes members with different skill sets, from different world-regions, and includes members of minority and indigenous communities. Because of MRG's broad constituency and global remit, Council members do not represent any particular community but safeguard the mandate that MRG address minority and indigenous peoples' rights globally. Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the Charity in the event of winding up.

The total number of such guarantors at 31 December 2025 was 10. Members of the Council are members of the Charity, but this entitles them only to voting rights.

One third of Council members retire in rotation each year (but can be re-elected). Council members normally serve a maximum of six consecutive years (or eight in the case of officers). As Council members step down, new members are identified who can bring relevant skills, experience and expertise to the charity. New Council members are encouraged to visit MRG's offices for briefings with staff as part of the induction process and are provided with relevant documents and access to information about the governance and the work of the Charity.

The Council decides the organizational budget, approves the accounts, appoints the auditors and sets the

strategic direction for MRG. It monitors and ensures control measures are in place for major risks, including safeguarding. The Council operates through an established sub-committee – the Finance and Operations Committee, which meets a minimum of twice annually to ensure oversight of MRG's financial processes and procedures. The sub-committee also considers personnel, risk management and property issues.

Day to day management of the Charity is carried out by a Leadership Team of ten senior staff led by the Executive Director who reports to the Council. To facilitate closer access to local partners, MRG is supported by two regional offices: Minority Rights Group Africa (Uganda) and Minority Rights Group Europe (Hungary). Another MRG entity was established in Belgium during 2018.

MRG has staff based in countries and regions where programmes are implemented and in strategic locations such as Brussels, Geneva and Banjul where inter-governmental organizations operate. We cooperate with like-minded charities in a much wider range of countries, to share information and achieve common goals. MRG adheres to the Charity Commission's public benefit guidance by making the MRG International Council and Trustees aware of their duties. Our entire operation is subject to review and challenge to ensure the public benefit aspects of our charitable objectives.

The Trustees confirm that they have had regard to the Charity Commission's guidance on public benefit when reviewing the charity's aims and objectives and in planning future activities. The activities described in this report demonstrate how MRG's work advances its charitable purposes by promoting and defending the rights of minorities and indigenous peoples worldwide.

MRG is registered with the Fundraising Regulator and follows the Code of Fundraising Practice and the Fundraising Promise. There were no failures to comply with the Code during the year. All fundraising is carried out in-house; MRG does not use professional fundraisers, commercial participators, or third parties to fundraise on its behalf. Monitoring is carried out by management with Council/Trustee oversight. No fundraising complaints were received during the year. MRG does not actively fundraise from the general public.

## Reviewing risks to the charity 2025

The MRG Council and the Finance and Operations Committee regularly assess the risks to which the organization is exposed. The risk register was comprehensively reviewed and updated during 2025, taking into account both internal developments, including senior staffing transitions in leadership, operations and finance, and external factors, notably changes in the global funding and geopolitical environment. These risks are closely monitored, with mitigation measures actively implemented and regularly reviewed. Around 30 risk areas were identified and assessed for likelihood and impact, with detailed information on their causes, consequences and mitigation measures. The most relevant risks during this reporting period include:

### Funding environment and income volatility

Risks relating to both core and programmefunding have increased. While MRG has secured an enhanced core grant from Sida, the Norad funding process has become more competitive, increasing uncertainty. In addition, the impact of USAID stop orders and the broader cessation of US support, alongside the ending of major grants and shifting donor priorities, including increased defence spending in Europe, have contributed to a projected decline in programme income. In response, MRG continues to prioritize diversified funding streams, strengthen donor engagement and actively pursue new funding opportunities to sustain programme delivery.

## Financial resilience and cashflow pressures

The organization continues to face risks linked to low unrestricted reserves and cashflow constraints. Delays in accessing investment funds and limitations in managing multi-currency balances have at times resulted in reliance on overdraft facilities. Active steps are being taken to strengthen cashflow management, review banking arrangements and reduce exposure to financial risks, while maintaining careful oversight of reserves and investments.

## Match funding and reserves

The risk of failing to secure sufficient match funding remains significant, particularly in the context of reduced reserves and declining programme income. MRG continues to apply a cautious approach to programme commitments and funding applications, ensuring that match funding requirements remain manageable and aligned with available resources.

## Operational and organizational capacity

A period of leadership transition and the onboarding of new senior programme and operations staff have increased the risk of disruption or reduced oversight, including potential impacts on programme quality and financial controls. These risks are being mitigated through strengthened internal coordination, oversight mechanisms and support to new staff, alongside careful management of key person dependencies during this transition period.

## Political and external operating environment

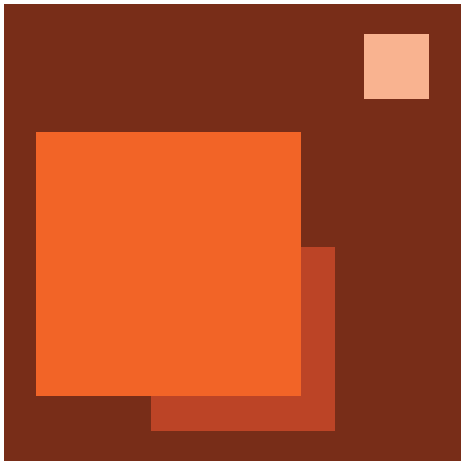
The continued shrinking of civic space and rising political risks remain a significant concern. MRG operates in a number of contexts affected by conflict and instability, and the risk of escalation in some regions remains high. Drawing on its long-standing experience in complex and high-risk environments, MRG adapts its programming and maintains strong local partnerships to ensure continuity of activities while prioritizing the safety of staff and partners.

## Fraud and cybersecurity risks

MRG experienced a cybersecurity incident during 2025 resulting in financial loss, signalling that risks relating to fraud and cyber-attacks continue to increase. In response, enhanced controls have been implemented and external expertise engaged to strengthen systems and reduce future exposure, alongside ongoing monitoring and staff awareness measures.

## Reputational risks

In an increasingly polarized global context, risks to MRG's reputation have risen, both in relation to its own advocacy and positions and the actions or statements of partners. This risk is assessed as higher due to the general erosion of common ground in relation to human rights and the rule of law. MRG maintains clear policies and due diligence processes to manage these risks and uphold its values and credibility.

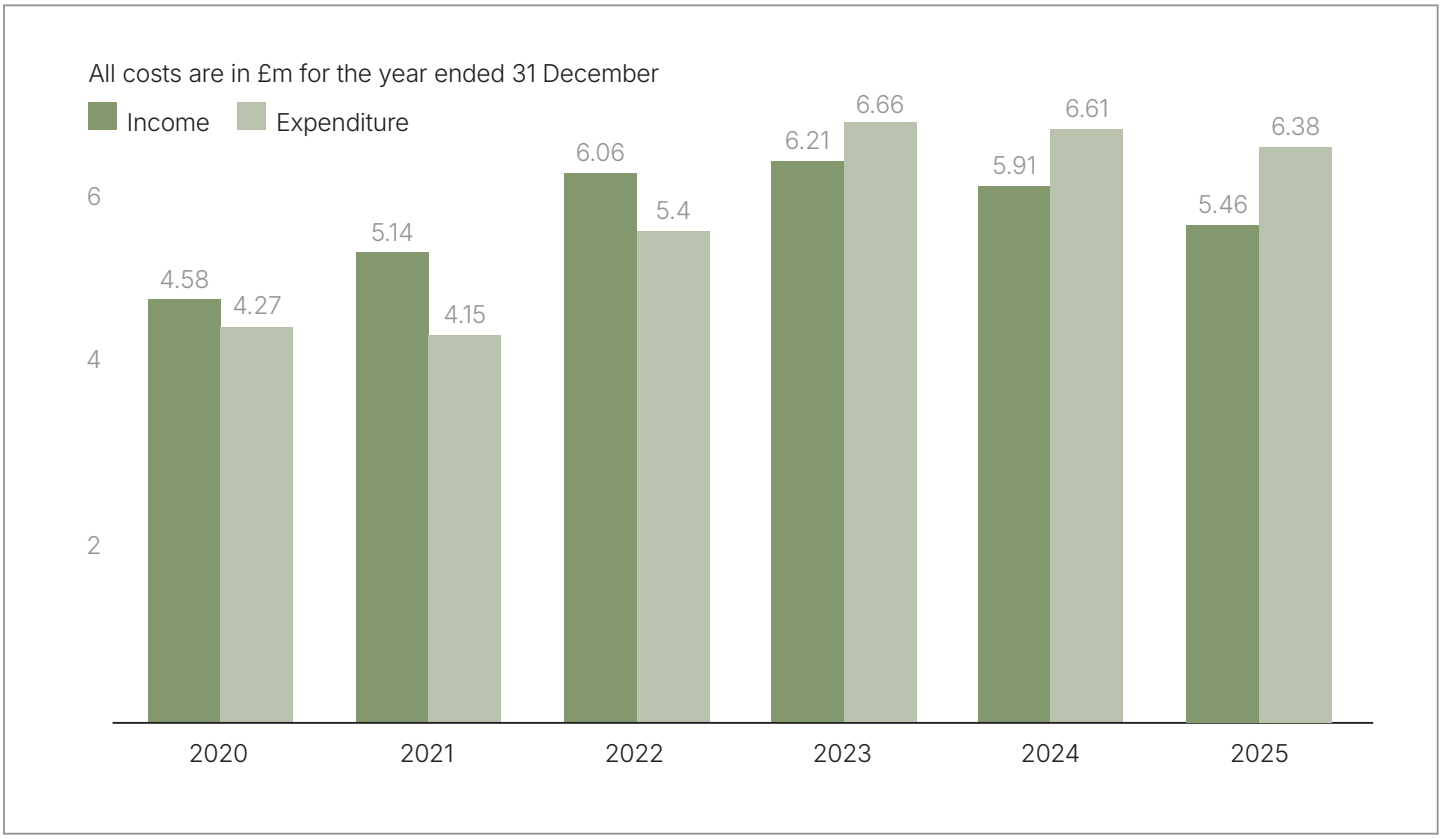


# Report of the Council: Financial review

During the year, MRG's income decreased by 7.6%, from £5.91m in 2024 to £5.46m in 2025. Unrestricted income increased by £725k to £2.03m, largely reflecting higher unrestricted grant income from Sida enhancement, while restricted income fell by £1.17m from £4.6m to £3.43m. In contrast, Group expenditure reduced by 3.4% to £6.38m, compared with £6.61m in 2024. The Group recorded net expenditure before gains and transfers of £920k, comprising a restricted funds deficit of £1.18m and an unrestricted surplus of £263k. After investment gains, foreign exchange movements and transfers, total funds decreased by £867k to £814k at 31 December 2025, this is largely due to the phasing of restricted income and does not therefore represent a concern to the overall financial health of the group. The Group continues to provide substantial financial support to local minority and indigenous rights organisations, participants and activists in a growing number of countries and regions of the world. In 2025, £2.74m or nearly 43% of total group expenditure related to sub-grants and associated activities (47% in 2024).

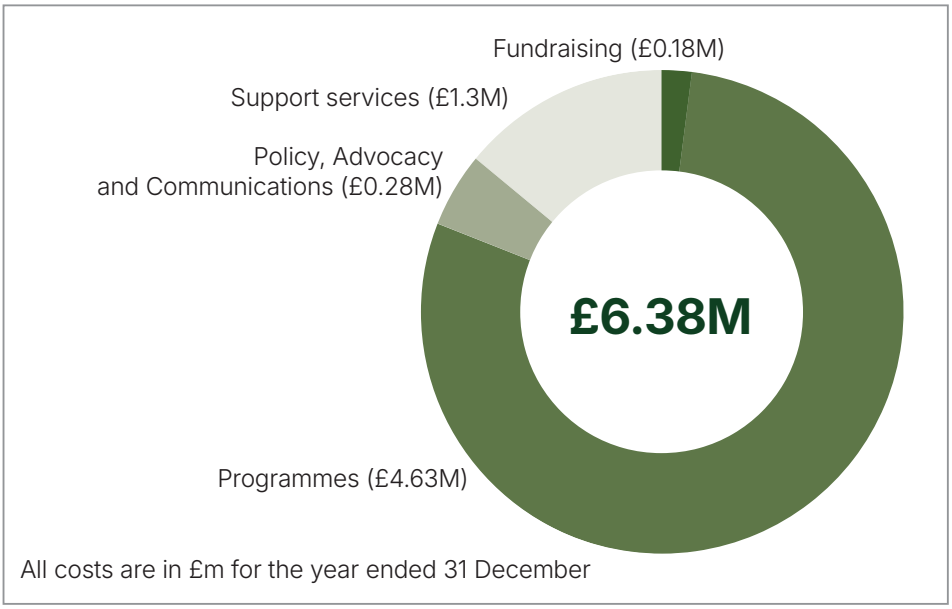
Overall group income has, as the chart below shows, stabilised at an average annual level of around £5.5m, similar to previous years. As expected, group expenditure is also averaging at around £5.6m pa. MRG is very grateful for the financial support the group continues to receive from all our primary donors including the European Commission, Sida, Norad and the Ministries of Foreign Affairs of the Netherlands and Ireland.

MRG Income and Expenditure (£M) 2020-2025




Although the Group's overall financial position remains healthy, with net assets of £814k, the Charity reported net liabilities of £420k at 31 December 2025. This position is principally driven by deferred income and unsettled/written-off inter-company balances, none of which indicate a cash solvency issue. Trustees are therefore satisfied that the going concern basis remains appropriate, supported by cash flow forecasts and planned settlement arrangements.

MRG spend breakdown by area of work in 2025




Click on any of the links below to go directly to the appropriate page:

28 **Reserves Policy**
29 **Investment Policy and Performance**
30 **Council of Management's Responsibilities**
31 **Independent Auditor's Report**
35 **Group & Charity Statement of Financial Activities**
36 **Group Balance Sheet**
37 **Charity Balance Sheet**
38 **Group and Charity Cashflow Statement**
39 **Notes to the Financial Statements**
60 **Company / Charity Details**

# Reserves policy

## Restricted funds

Restricted funds are tied to specific purposes set by donors or grant agreements. Restricted funds at 31 December 2025 were £488k, compared with £1.44m at 31 December 2024.

## Unrestricted funds

Unrestricted funds comprise funds that are not subject to specific grant restrictions as to their ultimate purpose other than to provide financial support for all or most of MRG's charitable activities. Total unrestricted funds at 31 December 2025 were £326k, compared with £242k in 2024. Whilst the overall reserves position has therefore improved, we recognise that there are within group balances which are concerning. These arise as a result of increased turnover in the MRGE entity, without corresponding recharges of central costs to that entity. Efforts to resolve this issue, are underway and will continue with a detailed plan in place to eliminate all such historical balances over a period of 2-3 years, with care being taken to ensure that the situation does not repeat (with either MRGE or any other part of the group).

### General reserves policy

General reserves are defined as that portion of unrestricted funds remaining once the Trustees have set aside any amounts required as either designated funds or in respect of any pension scheme deficit. The Trustees agreed a new General Reserves policy in June 2022, which will continue to build our financial resilience and sustainability, whilst at the same time ensuring we do not retain income for longer than required. The Policy determines a new target level for reserves of £370K, equivalent to the current underlying cost of support and central services per annum, and in line with the following principles.

- MRG should be resilient to financial shocks and be able to continue operations where income or expenditure fluctuates significantly, the Charity suffers a sudden and unexpected loss/cut in grant funding, or in the unlikely event that it has to close down all or a substantial portion of its operations.
- Charitable donations should be spent in a timely manner, in line with the expectations of donors, whilst balancing the need for resilience and sustainability.
- MRG's primary objective is to promote and defend the rights of minorities and indigenous peoples on an ongoing basis, and this must be balanced with the need for financial resilience and sustainability.

### General Reserves

General reserves are not restricted, set aside or designated for a particular purpose. General reserves were £185k at 31 December 2025, significantly higher than at the end of 2024 (£62k) but still not reaching the reserve policy aim of £370k, with MRG intending to increase reserves in future periods to achieve this over time.

### Designated Funds

Designated funds are those unrestricted funds that have been allocated at the Trustees' discretion for particular purposes. They can remain unallocated should circumstances change. The Trustees have agreed to designate a number of funds totalling £150k (£192k in 2024).

**Investment revaluation reserve:** This is the unrealized increase in the market value of investments. This was £150k at the end of 2025 (£114k in 2024).

**Programme continuity and Strategic Litigation fund:** This is a designated fund from general reserves to cover the costs associated with programme post-completion and strategic litigation expenses which cannot be funded by income generated during a given year. During 2025 the funds were expended

(with an expected donor contribution in the early months of 2026 which materialized and allowed for continuity).

# Investment policy and performance

For the level of investment and surplus funds available to the charity, it aims to secure the maximum return possible for minimal risk and a suitable degree of liquidity. Pursuant to these objectives, the charity's surplus funds were invested in two high-rated, unit-based funds to limit risk and provide good liquidity, and all the income from investments were reinvested. The market value of the charity's investment portfolio stood at just £289k on 31 December 2025 (£308k in 2024). These were invested with a reputable investment manager, Columbia Threadneedle Investments. During the year, £10k of investment income was reinvested, disposals of the Axa Investment totalled £65k, and unrealised gains were £37k.

## Grant making policy

Funds are provided to partners for joint activities including events, research, publications, national and international advocacy, translations, and other activities within our mandate and charitable objects. The disbursement of these funds is governed by contracts that specify the work to be carried out by the partner, their reporting requirements, deadlines for completion of work, and the disbursement schedule for tranches of funds. MRG also occasionally provides small capital grants for partners for IT equipment as a component of some of its programmes. For these grants, partners must provide a motivation for the use of the equipment, and copies of purchase invoices to verify that funds have been utilized for the intended purpose.

## Acknowledgements

MRG is very grateful to all the partners and activists who have worked with us in 2025, many in tough security environments. We are grateful to decision makers at local, national or international level who listened to minority and indigenous viewpoints and concerns and acted; to those who reported minority or indigenous news in print, broadcast or on the internet; and to all our donors, whether individuals or institutions, who provided financial support, without which none of this important work could have taken place.

MRG benefitted from the support of several temporary interns who supported the organization's work through their skills and time in 2025. This donated work time, whether through funded placements, as part of a course or freely offered, was invaluable to MRG and is much appreciated. We are mindful that using unpaid interns may reinforce restrictions in access to opportunities to those who can afford to work unpaid to gain experience, can confirm that we never use full-time unpaid interns, and are reviewing our general use of unpaid interns, especially when not interning as part of a course of study requirement or on an internship funded by an institution.

## Remuneration Policy

The governing principles of the Charity's remuneration policy are as follows:

- To ensure delivery of the Charity's objectives
- To attract and retain a motivated workforce with the necessary skills and expertise
- That remuneration should be equitable and coherent across the organization
- To take account of the purposes, aims and values of the Charity
- To ensure that pay levels and pay increases are appropriate.

## Senior Executive Remuneration

In relation to deciding remuneration for the Charity's senior executives, the Charity considers the potential impact of remuneration levels and structures of senior executives on the wider Charity

workforce and will take account of the following additional principles:

- To ensure that the Charity can access the types of skills, experiences and competencies that it needs in its senior staff operating in an international environment, taking into account the specific scope of these roles in the Charity and the link to pay.
- The nature of the employment offer made to senior employees, where pay is one part of a package including personal development, fulfilment and association with the public benefit delivered. The Charity recognizes that it is, on occasion, possible to attract senior executives at a discount to rates in the public or private sectors.

In line with the recommendations of the NCVO Inquiry into Executive Remuneration published in April 2014, the Charity has decided to disclose the remuneration of all staff who earned more than £50,000 per annum (pro rata). During the financial year 2025, these were the Co-Executive Directors, the Director of Policy and Advocacy, the Director of Finance, Administration and IT and the Director of Operations.

Remuneration for the year ended 31 December 2025 comprised salary and pension contributions. There are no other pecuniary benefits for senior or other staff at the Charity.

## Statement of responsibilities of the Council of Management

The Trustees (who are also directors of Minority Rights Group under company law) are responsible for preparing the Council/Trustees report and the financial statements in accordance with applicable law and UK Accounting Standards (UK Generally Accepted Accounting Practice) in that period. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company of the Group and of the income and expenditure for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities Statement of Recommended Practice;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards, including FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statement;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation;
- ensure that statements comply with the Companies Act 2006.

The Trustees/Council are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. In so far as the Trustees are aware: there is no relevant audit information of which the charitable company's auditors are unaware; and the Council has taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

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

Anastasia Crickley, Chair of Council
10th July 2026

William Edgar Foyle Samuel, Treasurer
10th July 2026

# Independent Auditor's Report to the members of Minority Rights Group

## Opinion

We have audited the financial statements of Minority Rights Group for the year ended 31 December 2025 which comprise the Group and Parent Charitable Company Balance Sheet as at 31 December 2025, Group Statement of Financial Activities, the Group Cash Flow Statement for the year and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice). In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 December 2025, and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group'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 trustees are responsible for the other information. The other information comprises the information included in the Trustees' 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.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report (which includes the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

## Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the directors' report).

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

- adequate accounting records have not been kept by the group and parent charitable company; or
- the group and parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

## Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 34, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the

group's and the parent charitable company'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 group or to cease operations, or have no realistic alternative but to do so.

## Auditor's responsibilities for the audit of the financial statements

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

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 is detailed below.

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to company law and applicable employment regulations, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011, and consider other factors such as payroll tax, general data protection regulation and compliance with local legislation by group's overseas branches and subsidiaries.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to revenue and management bias in accounting estimates. Audit procedures performed by the engagement team included:

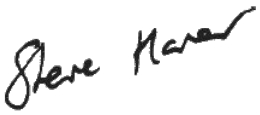
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with risk characteristics based on our risk assessment processes; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

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

## Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



*Steven Harper (Senior Statutory Auditor)*
*For and on behalf of HaysMac LLP,*
*Statutory Auditor*
*10 Queen Street Place,*
*London EC4R 1AG*

14 August 2026

Group and Charity Statement of Financial Activities* – (Including Income and Expenditure Accounts)

| For year ended 31 December 2025 | | 2025 | | | 2024 | | |
|---|---|---|---|---|---|---|---|
| | Notes | Restricted | Unrestricted | Total | Restricted | Unrestricted | Total |
| | | £ | £ | £ | £ | £ | £ |
| **Income from**: | | | | | | | |
| Donations and legacies | 2 | – | 2,012,973 | **2,012,973** | – | 1,241,925 | 1,241,925 |
| Investment income | | – | 10,295 | **10,295** | – | 10,526 | 10,526 |
| Programmes | | 3,431,081 | – | **3,431,081** | 4,604,689 | – | 4,604,689 |
| Other Income | | – | 8,506 | **8,506** | – | 54,218 | 54,218 |
| Total | | **3,431,081** | **2,031,774** | **5,462,855** | 4,604,689 | 1,306,669 | 5,911,358 |
| **Expenditure on**: | | | | | | | |
| Raising funds | 3 | – | 221,584 | **221,584** | – | 161,958 | 161,958 |
| Advocacy and programmes | 3 | 4,614,626 | 1,198,897 | **5,813,523** | 5,154,445 | 939,945 | 6,094,390 |
| Policy and publications | 3 | – | 347,827 | **347,827** | – | 350,507 | 350,507 |
| Total | 15 | **4,614,626** | **1,768,308** | **6,382,934** | 5,154,445 | 1,452,410 | 6,606,855 |
| **Net income/(Expenditure)** | | **(1,183,545)** | **263,466** | **(920,079)** | (549,756) | (145,741) | (695,497) |
| Unrealised gain/Loss on investments | 8 | – | 36,765 | **36,765** | – | 5,677 | 5,677 |
| Unrealised gain on foreign exchange transactions | | (346) | 17,113 | **16,767** | 18,402 | (6,288) | 12,114 |
| Transfer between funds | | 233,370 | (233,370) | **–** | 84,169 | (84,169) | – |
| **Net movement in funds** | | **(950,521)** | **83,974** | **(866,547)** | (447,185) | (230,521) | (677,706) |
| **Reconciliation of funds:** | | | | | | | |
| Funds at the start of the year | | 1,438,710 | 241,626 | **1,680,336** | 1,885,895 | 472,147 | 2,358,042 |
| **Funds at the end of the year** | 15 | **488,189** | **325,600** | **813,789** | 1,438,710 | 241,626 | 1,680,336 |

* being a consolidation of the MRGI, MRG Africa and MRG Brussels Charities with the charity in Hungary, in line with FRS 102.
All the above results are derived from continuing activities. There were no other recognized gains or losses other than those stated above.
Movements in funds are disclosed in note 15 to the Financial Statements.

Company number: 1544957. Charity number: 282305.

## Group Balance Sheet

| For year ended 31 December 2025 | Notes | 2025 | | 2024 | |
|---|---|---|---|---|---|
| | | £ | £ | £ | £ |
| **Fixed assets** | 7 | | **40,146** | | 70,133 |
| Tangible fixed assets | 8 | | **289,476** | | 307,658 |
| Investments | | | | | |
| | | | **329,622** | | 377,791 |
| **Current assets** | | | | | |
| Debtors | 9 | **311,478** | | 662,294 | |
| Cash at bank and in hand | | **1,700,546** | | 1,076,692 | |
| | | **2,012,024** | | 1,738,986 | |
| **Creditors: amounts due within 1 year** | 10a | **(1,518,145)** | | (423,522) | |
| **Net current assets** | | | **493,879** | | 1,315,464 |
| **Pension provision** | 10b | | **(9,712)** | | (12,919) |
| **Net assets** | 11 | | **813,789** | | 1,680,336 |
| **Funds** | 15 &16 | | | | |
| **Restricted funds** | | | | | |
| In surplus | | | **488,189** | | 1,438,710 |
| **Unrestricted funds** | | | | | |
| Designated funds | | | | | |
| Pension provision | | | **(9,712)** | | (12,919) |
| Investments revaluation reserve | | | **150,371** | | 113,607 |
| Programme continuity and strategic litigation fund | | | **–** | | 78,952 |
| General reserves | | | **184,941** | | 61,986 |
| **Total funds** | | | **813,789** | | 1,680,336 |

The notes form part of the financial statements.
The financial statements were approved and authorised for issue by the Council/Board of Trustees on 10th of July 2026 and signed on thier behalf by:

**Company number: 1544957. Charity number: 282305.**

Anastasia Crickley, Chair of Council

William Edgar Foyle Samuel, Treasurer

## Charity Balance Sheet

| For year ended 31 December 2025 | Notes | 2025 | | 2024 As Restated | |
|---|---|---|---|---|---|
| | | £ | £ | £ | £ |
| **Fixed assets** | | | | | |
| Tangible fixed assets | 7 | | **36,343** | | 64,821 |
| Investments | 8 | | **289,476** | | 307,658 |
| | | | **325,819** | | 372,479 |
| **Current assets** | | | | | |
| Debtors | 9 | **307,027** | | 248,939 | |
| Cash at bank and in hand | | **1,156,285** | | 222,790 | |
| | | **1,463,312** | | 471,729 | |
| **Creditors: amounts due within 1 year** | 10a | **(2,200,171)** | | (973,305) | |
| **Net current liabilities** | | | **(736,859)** | | (501,576) |
| **Pension provision** | 10b | | **(9,712)** | | (12,919) |
| **Net liabilities** | 11 | | **(420,752)** | | (142,016) |
| **Funds** | 15 &16 | | | | |
| **Restricted funds** | | | | | |
| In surplus | | | | | |
| **Unrestricted funds** | | | **174,508** | | 677,985 |
| Designated funds | | | | | |
| Pension provision | | | **(9,712)** | | (12,919) |
| Investments revaluation reserve | | | **150,371** | | 113,607 |
| Programme continuity and strategic litigation fund | | | **-** | | 78,952 |
| General reserves | | | **(735,919)** | | (999,641) |
| **Total funds** | | | **(420,752)** | | (142,016) |

The deficit of the parent charity before consolidation reduced to £279k in 2025, compared with £1.2m in 2024. The prior-year deficit was significantly affected by the timing of restricted income and related expenditure. The 2024 Charity balance sheet has also been restated (Note 18), increasing net liabilities as at 31st December 2024 from £142k to £420k. This movement is principally driven by increased deferred income, unsettled/written-off inter-company balances. The notes form part of the financial statements.
The financial statements were approved and authorised for issue by the Council/Board of Trustees on 10th of July 2026 and signed on their behalf by:
**Company number: 1544957. Charity number: 282305.**

Anastasia Crickley, Chair of Council

William Edgar Foyle Samuel, Treasurer

Group and Charity Cash Flow Statement

| For year ended 31 December 2025 | 2025 | 2024 |
|---|---|---|
| | £ | £ |
| Net incoming (outgoing) resources | **(920,079)** | (695,497) |
| Interest received | **(25,834)** | (3,363) |
| Interest paid | **35,103** | 2,831 |
| Investment income | **(10,295)** | (10,526) |
| Investment disposals | **65,242** | – |
| Depreciation charges | **37,874** | 46,036 |
| Decrease/(increase) in debtors | **350,817** | (45,307) |
| (Decrease)/increase in creditors | **1,094,623** | 106,237 |
| **Net cash inflow/(outflow) from operating activities** | **627,451** | (599,589) |
| Purchase of tangible fixed assets | **(7,711)** | (31,258) |
| Disposal of tangible fixed assets | **(176)** | – |
| Interest received | **25,834** | 3,363 |
| Interest paid | **(35,103)** | (2,831) |
| Net currency exchange adjustments | **13,559** | 22,038 |
| **Increase/(decrease) in cash in the period** | **623,854** | (608,277) |
| Net cash in hand and at bank on 1 January 2025/2024 | **1,076,692** | 1,684,969 |
| **Net cash in hand and at bank at the end of the year** | **1,700,546** | 1,076,692 |
| **Cash in hand and at bank** | 31 December 2025 (£) | 31 December 2024 (£) |
| Cash in hand - GBP | **220** | 660 |
| Cash at bank - GBP | **614,685** | (932,868) |
| Cash in hand - foreign currencies (GBP equivalent) | **7,554** | 8,680 |
| Cash at bank - foreign currencies (GBP equivalent) | **1,078,087** | 2,000,219 |
| **Net cash in hand and at bank** | **1,700,546** | 1,076,691 |

Foreign currency balances - the Euro, USD, Hungarian HUF and Ugandan Shillings - are converted into GBP at year-end rates.

Company number: 1544957. Charity number: 282305.

**Minority Rights Group**
**(Limited by guarantee)**
Notes to the financial statements
For the year ended 31 December 2025

**Note**

**1. Accounting policies**

a) The financial statements have been prepared under the historical cost convention as modified by the inclusion of investments at market value, and in accordance with applicable accounting standards and the Companies Act 2006. They follow the recommendations in the Statement of Recommended Practice, Accounting and Reporting by Charities (issued in January 2015). Due to the introduction of the FRS 102 SORP the Group financial statements consolidate the financial statements of the Charity and its subsidiary undertakings for the year.

Minority Rights Group Europe (Hungary - PADOR number: HU-2009-BPU-2502340472) is consolidated in these financial statements as a subsidiary. All financial statements are made up to 31 December 2025. All intra-group transactions, balances and unrealized gains on transactions between group entities are eliminated on consolidation. Unrealized losses are also eliminated unless the transaction provides evidence of impairment of the asset transferred. Where necessary, adjustments are made to the financial statements of the subsidiary to bring the accounting policies used into line with those used by other members of the group.

For the purpose of these accounts, MRG Africa (Uganda PADOR number: UG-2009-BFG-1203480053) and MRG International (Belgium, PADOR number: BE-2018-FNH-1312383732) are treated as branches and Hungary as a subsidiary.

b) All income is recognized when there is entitlement to the income, the receipt is probable and amount can be measured reliably. Intangible income is recognized where the service provider has incurred a financial cost. Volunteer time is not included in the financial statements.

c) Grants are recognized in full in the statement of financial activities in the year when the income recognition criteria (as above) have been satisfied. Grants received in advance for a specific future accounting period are deferred only if any pre-conditions of entitlement to the grant have not been met.

d) Income received from overseas is translated at the sterling amount on the day of receipt. Costs incurred overseas are translated into sterling at the average rate of exchange for the month. Foreign funds held are translated into sterling at the rates of exchange ruling at the balance sheet date. Exchange differences are taken into account in arriving at the net incoming resources.

e) Interest and dividends are recognized when receivable.

f) Subscriptions are included in income in the year in which they fall due.

g) Resources expended are recognized in the period once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is included in the Statement of Financial Activities on an accruals basis inclusive of any VAT which cannot be recovered. Staff expenses are recognized when a valid claim is submitted.

h) 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 apportioned on the basis of direct expenditure attributable to each activity.

i) Cash and cash equivalents include cash at banks and in hand and short term deposits with a maturity date of three months or less.

j) Debtors and creditors receivable or payable within one year of the reporting date are carried at their at transaction price. Debtors and creditors that are receivable or payable in more than one year and not subject to a market rate of interest are measured at the present value of the expected future receipts or payments discounted at a market rate of interest.

k) Rentals payable under operating leases, where substantially all the risks and

rewards of ownership remain with the lessor, are charged to the statement of financial activities in the year in which they fall due.

l) Advocacy and programme support costs comprise costs incurred in supporting advocacy and programme activities which are not covered by specific restricted fund grants.
Other support costs comprise costs incurred in running the charity, which cannot be directly allocated to the Charity's programmes or fundraising.

m) The costs of raising funds relate to the costs incurred by the charitable company in raising funds for the charitable work.

n) The charitable company operates a pension scheme on behalf of its employees. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. The charitable company has no current liability under the scheme other than for the payment of those contributions although there is a contingent liability in respect of guarantees given by the pension fund trustee which is described more fully in note 15 to the financial statements.

o) 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 together with a fair allocation of management and support costs.

p) Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the charity.

q) Designated funds are unrestricted funds earmarked by the Council of Management for particular purposes.

r) Transfers are made from unrestricted and designated funds to restricted funds to cover shortfalls in programme funding.

s) Depreciation is calculated so as to write off the cost of fixed assets on a straight line basis over their estimated useful lives as follows:
– Furniture & equipment: general: *4 years*
– Furniture & equipment - programme: *Depreciated in full in year of purchase*
– Fixtures, fittings, plant and machinery: *Duration of lease for office premises*
Items of equipment are capitalized where the purchase price exceeds £250. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities.

t) Investments held as fixed assets are revalued at mid-market value at the balance sheet date. The gain or loss for the period is taken to the statement of financial activities.

u) The Trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charitable group to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. The Trustees have considered the charitable group's forecasts and projections covering the twelve months from the date of approving the financial statements and have taken account of pressure on grant income which is affecting the sector generally at this time. After making enquiries, noting a strong cash position at the year end, and that a number of grants (both restricted and unrestricted) are contracted to continue for 2-3 years from now, the Trustees have concluded that there is a reasonable expectation that both the UK charity and the charitable group has and will receive adequate resources to continue in operational existence for the foreseeable future. The trustees are aware of balances between different entities within the group, including negative asset balances for the UK charity, which are of concern and will be the focus of attention and plans are in train to ensure that these will be resolved in future financial periods, however, the Trustees have noted that these do not affect the future operations of the group as a whole and the UK charity specifically.

At the date of sign off, the Trustees confirm there are no material uncertainties in relation to the going concern assumption. The charitable group therefore continues to adopt the going concern basis in preparing its financial statements.

**Note 2**: Unrestricted income analysis

| For year ended 31 December 2025 | 2025 | 2024 |
|---|---|---|
| | £ | £ |
| **Grants and donations** | | |
| Blanes Trust | **–** | 25,000 |
| Orr Mackintosh Foundation | **–** | – |
| Evan Cornish | **–** | 5,000 |
| Ericson Trust | **3,000** | 5,000 |
| Swedish International Development Cooperation Agency (Sida) | **1,640,065** | 753,573 |
| Norwegian Ministry of Foreign Affairs/Norweigan Agency for Development Cooperation | **360,547** | 363,362 |
| Myriad Foundation (formerly King Baudouin Foundation) | **–** | – |
| Foundation for International Law for the Environment | **–** | 78,952 |
| Other donations | **9,361** | 11,038 |
| **Sub-total** | **2,012,973** | 1,241,925 |
| **Other income** | | |
| Other income | **8,506** | 54,218 |
| Investment income | **10,295** | 10,526 |
| Other income adjustment | **-** | – |
| **Sub-total** | **18,801** | 64,744 |
| **Total** | **2,031,774** | 1,306,669 |

**Note 3a**: Expenditure – Group and Charity (2025)

| For year ended 31 December 2025 | Raising Funds | Programmes | Policy, Advocacy & Comms | Support Costs | Total Actual 2025 | Total 2024 |
|---|---|---|---|---|---|---|
| | FUN | PRJ | ADV | SUP | | |
| | £ | £ | £ | £ | £ | £ |
| Staff costs (Note 5) | 137,143 | 350,716 | 172,267 | 548,983 | **1,209,109** | 1,254,797 |
| Consultants - longer term (Note 5) | 28,846 | 1,092,891 | 57,548 | 36,441 | **1,215,726** | 1,268,484 |
| Volunteers | – | 2,861 | - | 25 | **2,886** | 962 |
| Staff training and development | 39 | 5,016 | 253 | 6,523 | **11,831** | 7,715 |
| Staff travel and subsistence | – | 172,973 | 3,794 | 15,910 | **192,677** | 140,201 |
| Partner and related activities | – | 2,008,534 | 72 | 145,956 | **2,154,562** | 2,757,223 |
| Seminars, training and events | – | 559,925 | 8,097 | 12,737 | **580,759** | 369,886 |
| Policy, research and information | – | 60,160 | 6,074 | 865 | **67,099** | 105,207 |
| Programme audits | – | 11,727 | – | - | **11,727** | 3,693 |
| Bank charges and forex | 190 | 39,957 | 315 | 66,855 | **107,317** | 77,923 |
| Other programme expenses | – | 18,268 | (12) | 311 | **18,567** | 13,508 |
| IT expenses | – | 11,474 | 12,509 | 139,057 | **163,040** | 122,539 |
| Local premises and related expenses | – | 508 | – | 243,443 | **243,951** | 8,329 |
| Legal and professional fees | – | 25,927 | – | 2,525 | **28,452** | 50,230 |
| **Sub-total** | **166,218** | **4,360,937** | **260,917** | **1,219,631** | **6,007,703** | **6,180,697** |
| Office running costs | 1,020 | 26,756 | 1,601 | 7,483 | **36,860** | 44,019 |
| General audit and accounting | 2,329 | 61,086 | 3,655 | 17,084 | **84,154** | 82,268 |
| Premises and related expenses | 3,589 | 94,154 | 5,633 | 26,332 | **129,708** | 198,879 |
| Recruitment | 422 | 11,080 | 663 | 3,099 | **15,264** | 239 |
| Depreciation charges | 1,045 | 27,410 | 1,640 | 7,665 | **37,760** | 46,239 |
| Trustees' expenses and meetings | 349 | 9,168 | 549 | 2,564 | **12,630** | 4,760 |
| Other costs | 1,628 | 42,723 | 2,556 | 11,948 | **58,855** | 49,754 |
| **Sub-total** | **10,382** | **272,377** | **16,297** | **76,175** | **375,231** | **426,158** |
| **Total** | **176,600** | **4,633,314** | **277,214** | **1,295,806** | **6,382,934** | **6,606,855** |
| **Support costs*** | **44,984** | **1,180,209** | **70,613** | **(1,295,806)** | **-** | **–** |
| **Total expenditure** | **221,584** | **5,813,523** | **347,827** | **–** | **6,382,934** | **6,606,855** |

* Support costs are apportioned to primary activities in proportion to the total direct and allocated expenses of such activities.

**Note 3b**: Expenditure – Group and Charity (2024)

| For year ended 31 December 2024 | Raising Funds | Programmes | Policy, Advocacy & Comms | Support Costs | Total Actual 2024 |
|---|---|---|---|---|---|
| | £ | £ | £ | £ | £ |
| Staff costs (Note 5) | 87,341 | 640,351 | 175,383 | 351,722 | **1,254,797** |
| Consultants - longer term (Note 5) | 42,192 | 1,040,545 | 79,311 | 106,436 | **1,268,484** |
| Volunteers | – | 962 | – | – | **962** |
| Staff training & development | 117 | 500 | 820 | 6,278 | **7,715** |
| Staff travel and subsistence | (122) | 114,015 | 8,783 | 17,525 | **140,201** |
| Partner and related activities | – | 2,636,624 | – | 120,599 | **2,757,223** |
| Seminars, training and events | – | 299,957 | 11,266 | 58,663 | **369,886** |
| Policy, research and information | 400 | 95,302 | 6,660 | 2,845 | **105,207** |
| Programme audits | – | 3,693 | – | (–) | **3,693** |
| Bank charges and forex | 51 | 18,683 | 424 | 58,765 | **77,923** |
| Other programme expenses | – | 13,086 | – | 422 | **13,508** |
| IT expenses | – | 3,211 | – | 119,328 | **122,539** |
| Local premises & related expenses | 268 | 7,946 | 133 | (18) | **8,329** |
| Legal and professional fees | 417 | 41,943 | – | 7,870 | **50,230** |
| **Sub-total** | **130,664** | **4,916,818** | **282,780** | **850,435** | 6,180,697 |
| Office running costs | 931 | 35,017 | 2,014 | 6,057 | **44,019** |
| General audit and accounting | 1,739 | 65,445 | 3,764 | 11,320 | **82,268** |
| Premises and related expenses | 4,204 | 158,211 | 9,099 | 27,365 | **198,879** |
| Recrutment | 5 | 190 | 11 | 33 | **239** |
| Depreciation charges | 978 | 36,783 | 2,116 | 6,362 | **46,239** |
| Trustees' expenses & meetings | 101 | 3,786 | 218 | 655 | **4,760** |
| Other costs | 1,052 | 39,580 | 2,276 | 6,846 | **49,754** |
| **Sub-total** | **9,010** | **339,012** | **19,498** | **58,638** | 426,158 |
| **Total** | **139,674** | **5,255,830** | **302,278** | **909,073** | 6,606,855 |
| **Support costs*** | **22,285** | **838,559** | **48,229** | **(909,073)** | 0 |
| **Total expenditure** | **161,959** | **6,094,389** | **350,507** | **–** | 6,606,855 |

* Support costs are apportioned to primary activities in proportion to the total direct and allocated expenses of such activities.

**Note 4**: Incoming/(outgoing) resources for the year – Group and Charity

| For year ended 31 December 2025<br>This is stated after charging / crediting: | | 2025 | 2024 |
|---|---|---|---|
| | | £ | £ |
| Depreciation | | **37,760** | 46,239 |
| Council members' expenses | | **12,630** | 4,759 |
| Auditors' remuneration: | Group and charity general audits | **56,288** | 30,000 |
| | Component and programme audits | **11,727** | 25,302 |
| | Other accounting services | **27,866** | 26,966 |
| Operating lease rentals: | Property | **74,812** | 142,501 |
| | Other | **8,656** | 10,927 |

Council members' reimbursed expenses represent the reimbursement of travel and subsistence costs of £12,630 (2024: £4,759) to members relating to attendance at meetings of the Council.

**Note 5**: Staff costs and numbers

| For year ended 31 December 2025<br>Staff costs were as follows: | 2025 | 2024 |
|---|---|---|
| | £ | £ |
| Salaries and wages | **2,147,739** | 2,238,416 |
| Social security costs | **201,019** | 205,952 |
| Pension contributions | **76,077** | 78,912 |
| | **2,424,835** | 2,523,280 |

Salaries include those of two key management personnel (The two Co-Executive Directors), the highest paid employees, who earned a total of £120,496 during the year (2024: £164,430). Only one of the employees earned above £60,000 in 2025 as the other key personnel resigned 31 March 2025; employer pension contributions for those employees totalled £9,767 (2024, £16,443). The salary and pension costs of the three other key staff Director of Policy & Advocacy, Director of Finance and Administration and the Director of Operations were £171,163 (2024: £160,647).

| The average weekly number of employees (full-time equivalent) during the year was as follows: | 2025 | 2024 |
|---|---|---|
| | No. | No. |
| Directors' office including fundraising | **9** | 8 |
| Administration and finance | **9** | 9 |
| Programme and programme support including Regional Offices | **51** | 51 |
| | **69** | 68 |

Operational and management staff time is assigned to activities on the basis of time actually worked. Support staff time is assigned to activities pro rata based on the numbers of employees (full-time equivalent) working on those activities. In addition, MRG also has a number of overseas-based consultants on long term contracts.

**Note 6**: Taxation

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

**Note 7**: Tangible fixed assets – Group and Charity

| For year ended 31 December 2025 | Group | | Charity | |
|---|---|---|---|---|
| | Furniture & equipment 2025 | Furniture & equipment 2024 | Furniture & equipment 2025 | Furniture & equipment 2024 |
| | £ | £ | £ | £ |
| **Cost** | | | | |
| At the start of the year | **223,670** | 192,411 | **194,667** | 167,249 |
| Additions in the year | **7,711** | 31,259 | **5,148** | 27,418 |
| Disposal in the year | **176** | – | **(80)** | – |
| At the end of the year | **231,557** | 223,670 | **199,735** | 194,667 |
| **Depreciation** | | | | |
| At the start of the year | **153,536** | 107,501 | **129,845** | 91,237 |
| Charge for the year | **37,874** | 46,036 | **33,547** | 38,608 |
| Disposal in the year | **–** | – | **-** | – |
| At the end of the year | **191,410** | 153,537 | **163,392** | 129,845 |
| **Net book value** | | | | |
| **At the end of the year** | **40,146** | 70,133 | **36,343** | 64,821 |
| At the start of the year | **70,133** | 87,685 | **64,821** | 77,237 |

**Note 8**: Investments – Group and Charity

| For year ended 31 December 2025 | 2025 | 2024 |
|---|---|---|
| | £ | £ |
| Market value at the start of the year | **307,658** | 291,454 |
| Investment income reinvested | **10,295** | 10,526 |
| Disposals | **(65,242)** | – |
| Net gains/losses | **36,765** | 5,678 |
| Market value at the end of the year | **289,476** | 307,658 |
| Historic cost at the end of the year | **90,301** | 90,301 |

**Note 9**: Debtors

| For year ended 31 December 2025 | Group | | Charity | |
|---|---|---|---|---|
| | 2025 (£) | 2024 (£) | 2025 (£) | 2024 (£) |
| Regional Offices balances | **–** | – | **–** | – |
| Prepayments | **136,755** | 363,723 | **125,044** | 63,997 |
| Accrued income | **97,551** | 247,221 | **97,551** | 123,480 |
| Other debtors | **77,172** | 51,352 | **84,432** | 61,462 |
| | **311,478** | **662,296** | **307,027** | **248,939** |

**Note 10a**: Creditors: amounts due within 1 year

| For year ended 31 December 2025 | Group | | Charity | |
|---|---|---|---|---|
| | 2025 (£) | 2024 (£) | 2025 (£) | 2024 (£) (Restated) |
| Trade creditors | **8,982** | 2,212 | **8,982** | 2,212 |
| Taxation, social security & other payroll | **70,881** | 55,751 | **55,184** | 41,940 |
| Grants repayable | **–** | – | **–** | –– |
| Regional Offices' balances | **49,770** | – | **784,374** | 605,654 |
| Accrued expenses and deferred income | **1,388,512** | 337,226 | **1,351,631** | 323,498 |
| Other Creditors and provisions | **–** | 28,333 | **–** | – |
| Other liabilities | **–** | – | **–** | – |
| | **1,518,145** | **423,522** | **2,200,171** | **973,304** |

The charity entered into a multi-currency overdraft facility with its bankers, NatWest Bank PLC, of up to £120k in 2012. This facility is secured by a debunture on its assets.

**Note 10b**: Pension provision

| For year ended 31 December 2025 | Group | | Charity | |
|---|---|---|---|---|
| | 2025 (£) | 2024 (£) | 2025 (£) | 2024 (£) |
| Pension liability | **9,712** | 12,919 | **9,712** | 12,919 |
| | **9,712** | 12,919 | **9,712** | 12,919 |

**Note 11**: Analysis of net assets between funds

| For year ended 31 December 2025 | Restricted Funds | General funds | 2025 Total Funds | 2024 Total Funds As restated |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| **Group** | | | | |
| Tangible fixed assets | – | 40,147 | **40,147** | 70,133 |
| Fixed asset investments | – | 289,476 | **289,476** | 307,658 |
| Long term liabilities | – | (9,712) | **(9,712)** | (12,919) |
| Net current assets | 488,189 | 5,690 | **493,879** | 1,315,464 |
| **Net assets at the end of the year** | **488,189** | **325,601** | **813,790** | 1,680,336 |
| **Analysis of net assets between funds** | | | | |
| **Charity** | | | | |
| Tangible fixed assets | – | 36,343 | 36,343 | 64,821 |
| Fixed asset investments | – | 289,476 | 289,476 | 307,658 |
| Long term liabilities | – | (9,712) | (9,712) | (12,919) |
| Net current assets | 174,508 | (911,367) | (736,859) | (501,576) |
| **Net assets at the end of the year** | **174,508** | **(595,260)** | **(420,752)** | (142,016) |

**Note 12**: Operating lease commitments

| For year ended 31 December 2025<br>The charity had commitments at the year end under operating leases as follows: | 2025 | 2024 |
|---|---|---|
| | £ | £ |
| **Property** | | |
| Under 1 year | **62,500** | 62,500 |
| **Equipment** | | |
| Under 1 year | **2,797** | 2,986 |
| 2-5 years | **7,647** | 7,941 |
| | **10,444** | 10,927 |

**Minority Rights Group**
**(Limited by guarantee)**
Notes to the financial statements
For the year ended 31 December 2025

**Note 13. Foreign Exchange**
Restricted fund balances held in foreign currencies at year end have been translated to UK Sterling at the exchange rate on 31 December 2025 in line with financial reporting standards. However, these funds remain in foreign currency bank accounts. The EC, on the charity's funders, requires conversions between currencies in particular ways as stipulated in contracts which may result in exchange differences between the GBP value of fund balances in Note 15 and the actual value when balances are spent or converted.

**Note 14. Pension scheme**
Contributions paid into the Growth Plan up to and including September 2001 were converted to defined amounts of pension payable from normal retirement date. From October 2001 contributions were invested in personal funds which have a capital guarantee and which are converted to pension on retirement, either within the Growth Plan or by the purchase of an annuity.

The Trustee of the plan commissions an actuarial valuation every three years to determine the funding position of the plan by comparing the assets with the past services liabilities at the valuation date and the rules of the plan give the Trustee the power to require employers to pay additional contributions in order to ensure that the statutory funding objective under the Pensions Act 2004 is met.

The full actuarial valuation of the Scheme was carried out at 30 September 2020. The market value of the plan's assets compared with the plans Technical Provisions (i.e. past service liabilities) revealed a shortfall of £31.6 million (2017: a shortfall of £230.6 million), equivalent to a funding level of 96.2% (2020: 85.8%).

If an actuarial valuation reveals a shortfall of assets compared to liabilities, the Trustees must prepare a recovery plan setting out the steps to be taken to make up a shortfall. The proposed recovery plan requires participating employers from 1 January 2017 to pay £14,378 per annum. Recovery plan payments increase 3% on the 1 April each year and continue to 31 December 2025.

Following changes in legislation in September 2005 and November 2011, there is a potential debt on the employer that could be levied by the plan's trustee. The debt is only due in the event of the employer ceasing to participate in the plan or the plan winding up. Minority Rights Group has been notified by the Pensions Trust of the estimated employer debt on withdrawal from the plan based on the financial position of the plan as of 30 September 2016. Minority Rights Group would have been liable for an estimated share of the employer debt of £317,201 (2015: £272,022) if it had left the scheme in September 2016.

In the opinion of the Council of Management, as the charity intends to continue offering membership of the plan and as they are unaware of any intention for the plan to be wound up, the debt is likely to crystallize in the foreseeable future.

In the opinion of the Council of Management, as the charity intends to continue offering membership of the plan and as they are unaware of any intention for the plan to be wound up, the debt is likely to crystallise in the foreseeable future.

**Note 15**: Movement in funds

| For year ended 31 December 2024 | | Start of the year | Incoming resources | Outgoing resources | Transfers Incl MRG Match Funding | End of year |
|---|---|---|---|---|---|---|
| | | £ | £ | £ | £ | £ |
| **AFRICA**: | | | | | | |
| FIN22 | **Realizing Rights for All: Tackling the Structural Drivers of Economic, Social and Cultural Rights Deprivations Facing Marginalized Groups** | **(1,549)** | **–** | **11,497** | **–** | **9,948** |
| | The Finnish Ministry of Foreign Affairs | (1,549) | – | 11,497 | – | 9,948 |
| IR5 | **Furthest Behind First** | **(40,211)** | **–** | **6,108** | **–** | **(34,103)** |
| | Irish Aid | (40,211) | – | 6,108 | – | (34,103) |
| IR6 | **Minority and Indigenous Peoples' Collective Action** | **91,389** | **174,459** | **(151,024)** | **–** | **114,824** |
| | Irish Aid | 91,389 | 174,459 | (151,024) | – | 114,824 |
| EMM22 | **Engaging Media and Minorities to Act for Peacebuilding** | **14,368** | **101,207** | **(106,149)** | **–** | **9,426** |
| | European Union | 14,368 | 101,207 | (106,149) | – | 9,426 |
| IDEA23 | **Inclusive Development and Equitable Assistance** | **318** | **–** | **–** | **–** | **318** |
| | US Agency for International Development via Education Development Centre Inc | 318 | – | – | – | 318 |
| SWISS24 | **Assessing Progress Concerning Minority Inclusion in Kenya** | **12,023** | **16,006** | **(13,024)** | **–** | **15,005** |
| | Swiss Embassy in Kenya | 12,023 | 16,006 | (13,024) | – | 15,005 |
| RVW24 | **Rift Valley Waters: Indigenous-led Research on Climate Change and Health in Lake Turkana and Lake Bogoria** | **26,208** | **21,226** | **(38,972)** | **–** | **8,462** |
| | The Wellcome Trust | 26,208 | 21,226 | (38,972) | – | 8,462 |
| USMOG23 | **Somalia: Empowering Young Minority Individuals** | **(6,639)** | **8,185** | **(22,183)** | **–** | **(20,637)** |
| | The United States Bureau of Democracy, Human Rights and Labor | (6,639) | 8,185 | (22,183) | – | (20,637) |
| RGA24 | **Researching Green Activism: How to Better Protect Communities, Civil Society Organizations, Networks and Climate Change Defenders in East Africa** | **2,126** | **238,264** | **(131,582)** | **9,928** | **118,736** |
| | The Canadian International Development Research Centre | 2,126 | 238,264 | (131,582) | 9,928 | 118,736 |
| WELT21 | **Solastalgia: The Impacts of Environmental Change on Mental Health** | **3,413** | **–** | **(5,617)** | **–** | **(2,204)** |
| | The Wellcome Trust | 3,413 | – | (5,617) | – | (2,204) |
| KEN | **Ethnic Minority Defenders - EU** | **–** | **(11,826)** | **–** | – | **(11,826)** |
| | European Union in Kenya | – | (11,826) | – | | (11,826) |
| Loop25 | **Inclusion in Somalia: Inclusive, safe, independent and responsive feedback tool** | **–** | **17,743** | **(2,469)** | **–** | **15,274** |
| | United States Department of State | – | – | – | – | – |
| | Raagsan Consultants | – | 17,743 | (2,469) | | 15,274 |
| IEM25 | **Information Environment Mapping – Minorities and marginalized communities in Central and Eastern Africa** | **–** | **14,828** | **(30,757)** | **–** | **(15,929)** |
| | Canal France International | – | 14,828 | (30,757) | – | (15,929) |
| | **Sub total/Africa Region** | **101,446** | **580,092** | **(484,172)** | **9,928** | **207,294** |

**Note 15**: Movement in funds (continued)

| For year ended 31 December 2025 | | Start of the year | Incoming resources | Outgoing resources | Transfers Incl MRG Match Funding | End of year |
|---|---|---|---|---|---|---|
| | | £ | £ | £ | £ | £ |
| **MIDDLE EAST & NORTH AFRICA**: | | | | | | |
| MACS23 | **Minorities, Accountability and Civic Space** | **519,160** | **729,688** | **(871,191)** | **–** | **377,657** |
| | European Commission | 519,160 | 728,172 | (869,675) | – | 377,657 |
| AN25 | Allen & Nesta Ferguson | – | 1,516 | (1,516) | – | – |
| BAE24 | **Baham Advocacy Empowerment** | **(31,579)** | **47,652** | **(4,970)** | **–** | **11,103** |
| | The United States Bureau of Democracy, Human Rights and Labor via Miaan Group | (31,579) | 47,652 | (4,970) | – | 11,103 |
| SMV23 | **Strengthening Minority Voices** | **41,200** | **173,064** | **(180,287)** | **–** | **33,977** |
| | European Union | 41,200 | 173,064 | (180,287) | – | 33,977 |
| TUI22 | **All4All Phase 2 - pour le droit a la difference et l'elimination de toutes les formes de discrimination en Tunisie** | **241,344** | **–** | **(414,581)** | **–** | **(173,237)** |
| | The Embassy of the Netherlands in Tunisia | 241,344 | – | (414,581) | – | (173,237) |
| TFD23 | **Pour une Tunisie sans discrimination** | 14,581 | **76,826** | **(65,283)** | **–** | **26,124** |
| | European Union | 14,581 | 76,826 | (65,283) | – | 26,124 |
| SyriaSida | **SIDA Voices of Resilience Syria Core Support** | **–** | **–** | **(1,738)** | **–** | **(1,738)** |
| 25(Core) | Swedish International Development Cooperation Agency | – | – | (1,738) | – | (1,738) |
| EGY20 | **Empowering Egyptian civil society to promote the rights of discriminated religious and ethnic minorities** | **–** | **–** | **(3,927)** | **–** | **(3,927)** |
| | European Union | – | – | (3,927) | – | (3,927) |
| | **Sub total/Middle East & North Africa Region** | **784,706** | **1,027,229** | **(1,541,977)** | **–** | **269,958** |

**Note 15**: Movement in funds

| For year ended 31 December 2025 | | Start of the year | Incoming resources | Outgoing resources | Transfers Incl MRG Match Funding | End of year |
|---|---|---|---|---|---|---|
| | | £ | £ | £ | £ | £ |
| **EUROPE/CENTRAL ASIA REGION**: | | | | | | |
| CE24 | **Capacity Building Training and Exchange visits for Rural, Grassroots and Minority Organizations in the CEI Region** | **(10,042)** | **–** | **–** | **–** | **(10,042)** |
| | The Central European Initiative | (10,042) | – | – | – | (10,042) |
| COACH22 | **Countering Online Anti-gypsyism and Cyberhate** | **(44,966)** | **3,869** | **(3,689)** | **–** | **(44,786)** |
| | European Union | (44,966) | 3,869 | (3,689) | – | (44,786) |
| CSA24 | **Civil Society Action to Protect Civil Society Space in the OSCE Region** | **–** | **4,195** | **(4,406)** | **212** | **1** |
| | Swedish Ministry of Foreign Affairs | – | 4,195 | (4,406) | 212 | 1 |
| CSA25 | **Civil Society Action to Protect Civil Society Space in the OSCE Region** | **(6,860)** | 72,915 | **(79,416)** | **–** | **(13,361)** |
| | Swedish Ministry of Foreign Affairs | (6,860) | 72,915 | (79,416) | – | (13,361) |
| DJA23 | **Development Journalism Award** | **(580)** | **–** | **–** | **580** | **–** |
| | Embassy of the Kingdom of Netherlands in Hungary | (580) | – | – | 580 | – |
| ERE21 | **Equality for Roma Through Enhanced Legal Access** | **(72,059)** | **–** | **–** | **–** | **(72,059)** |
| | European Union | (72,059) | – | – | – | (72,059) |
| EVC23 | **Empowerment of Vulnerable Communities through Building Effective and Sustainable Civil Society** | **2,114** | **106,159** | **(136,987)** | **–** | **(28,714)** |
| | European Union | 2,114 | 106,159 | (136,987) | – | (28,714) |
| FLARE25 | **Fundamental rights, Litigation, Awareness Raising and Equality** | **–** | **136,570** | **(1,235)** | **–** | **135,335** |
| | European Union | – | 136,570 | (1,235) | – | 135,335 |
| MARIO22 | **Minorities, Accountability, Rights, Independence and Organizational Development** | **86,280** | **488,255** | **(942,077)** | **–** | **(367,542)** |
| | European Commission | 86,280 | 488,255 | (942,077) | – | (367,542) |
| REP22 | **Improving access for Roma communities to employment opportunities in the hospitality industry** | **3,837** | **–** | **–** | **(3,837)** | **–** |
| | Conrad N. Hilton Foundation | 3,837 | – | – | (3,837) | – |
| PRE22 | **Promoting Roma Equality in Slovenia and Slovakia** | **(90,236)** | **(4,770)** | **–** | **–** | **(95,006)** |
| | European Union | (90,236) | (4,770) | – | – | (95,006) |
| Rise23 | **Resilience, inclusivity, support, and equality: leading to a democratic society through empowerment of CSOs in Tajikistan** | **(8,699)** | **–** | **(89,922)** | **–** | **(98,621)** |
| | European Union | (8,699) | – | (89,922) | – | (98,621) |
| TUR21 | **Minorities, Accountability, Rights, Collaboration** | **(15,958)** | **22,028** | **–** | **(6,070)** | **–** |
| | European Union | (15,958) | 22,028 | – | (6,070) | – |
| NRD | **Protecting the Rights of Religious Minorities** | **(109,979)** | **–** | **–** | **–** | **(109,979)** |
| | The Norwegian Agency Development and Cooperation | (109,979) | – | – | – | (109,979) |
| CSO25 | **EU- NGO Human Rights Forum: focus on Equality & Non-Discrimination** | **–** | **137,601** | **(128,827)** | **–** | **8,774** |
| | European Union | – | 137,601 | (128,827) | – | 8,774 |
| | **Sub Total Europe/Central Asia Region** | **(267,148)** | **966,823** | **(1,386,560)** | **(9,115)** | **(696,000)** |

**Note 15**: Movement in funds (continued)

| For year ended 31 December 2025 | | Start of the year | Incoming resources | Outgoing resources | Transfers Incl MRG Match Funding | End of year |
|---|---|---|---|---|---|---|
| | | £ | £ | £ | £ | £ |
| **ASIA & PACIFIC REGION**: | | | | | | |
| AFRB24 | **Asia Action for Freedom of Religion or Belief** | **573,795** | **4,987** | **(236,054)** | **–** | **342,728** |
| | European Union | 573,795 | 4,987 | (236,054) | – | 342,728 |
| CEPM25 | **Protection of Human Rights and Democracy in Tajikistan** | **–** | **168,120** | **(45,543)** | **–** | **122,577** |
| | European Union | – | 168,120 | (45,543) | – | 122,577 |
| JETF24 | **The Just Energy Transition Fellowship** | **41,541** | **20,768** | **(53,963)** | **–** | **8,346** |
| | The International Research and Exchanges Board | 41,541 | 20,768 | (53,963) | – | 8,346 |
| MEDP24 | **Minority Empowerment for Democracy and Pluralism in Sri Lanka** | **67,615** | **210,779** | **(172,006)** | **–** | **106,388** |
| | European Union | 67,615 | 210,779 | (172,006) | – | 106,388 |
| THAI21 | **Inclusive Peacebuilding in Thailand's Southern Border Provinces** | **(33,197)** | **–** | **(105,878)** | **–** | **(139,075)** |
| | European Union | (33,197) | – | (105,878) | – | (139,075) |
| | Taiwan Foundation for Democracy | – | – | – | – | – |
| MODE23 | **Movement on Disability Equality in Thailand's Southern Border Provinces** | **2,471** | **182,076** | **(142,203)** | **–** | **42,344** |
| | European Union | 2,471 | 180,008 | (142,203) | – | 40,276 |
| | Taiwan Foundation for Democracy | – | 2,068 | – | – | 2,068 |
| CJSA24 | **Towards Accountability for Minority Rights Abuses in South Asia** | **32,141** | **–** | **(32,872)** | **731** | **–** |
| | The Open Society Foundations | 32,141 | – | (32,872) | 731 | – |
| IND21 | **Safeguarding tribal rights in the context of extractive industries operating in India** | **243,120** | **–** | **(172,438)** | **–** | **70,682** |
| | European Union | 243,120 | – | (172,438) | – | 70,682 |
| | **Sub total/Asia & Pacific Region** | **927,486** | **586,730** | **(960,957)** | **731** | **553,990** |
| | | £ | £ | £ | £ | £ |
| **LATIN AMERICA**: | | | | | | |
| PROM22 | **The Promised Land: Law, Land Restitution and Indigenous Communities in Colombia** | **(1,720)** | **–** | **(44,105)** | **–** | **(45,825)** |
| | European Union | (1,720) | – | (44,105) | – | (45,825) |
| | **Sub total/Latin America Region** | **(1,720)** | **–** | **(44,105)** | **–** | **(45,825)** |

**Minority Rights Group (Limited by guarantee)**: Notes to the financial statements (continued) – Note 15: Movement in funds

| For year ended 31 December 2025 | | Start of the year | Incoming resources | Outgoing resources | Transfers Incl MRG Match Funding | End of year |
|---|---|---|---|---|---|---|
| | | £ | £ | £ | £ | £ |
| **LEGAL EMPOWERMENT & STRATEGIC LITIGATION**: | | | | | | |
| LG17 | **Cultivating Routes to Freedom: Growing a Movement for Slavery Survivors' Rights** | **95** | **–** | **(95)** | **–** | **–** |
| | The United States Bureau of Democracy, Human Rights and Labor via Anti-Slavery International | 95 | – | (95) | – | – |
| UJ21 | **Bambuti Case** | **–** | **–** | **(4,658)** | **4,658** | **–** |
| | Minority Rights Group: Core Funded | – | – | (4,658) | 4,658 | – |
| | **Sub total/Legal empowerments & Strategic Litigation** | **95** | **–** | **(4,753)** | **4,658** | **–** |
| | | £ | £ | £ | £ | £ |
| **VARIOUS CHARITABLE ACTIVITIES** | | | | | | |
| DIS21 | **Intersectional Minority and Disability Rights Advocacy** | **(123,415)** | **–** | **(103,753)** | **227,168** | **–** |
| | Minority Rights Group - Core Funded (Sida Grant) | (123,415) | – | (103,753) | 227,168 | – |
| IAC23/ 24/25 | **International Contest: Recognizing Minority Artists Working on Memory in the present** | **20,001** | **12,052** | **(10,048)** | **–** | **22,005** |
| | United Nations Office of the High Commissioner for Human Rights | 20,001 | 12,052 | (10,048) | – | 22,005 |
| IFMY23 | **Inclusion Fellowship for Minority Youth in Somalia** | **(674)** | **–** | **–** | **–** | **(674)** |
| | United Nations Democracy Fund | (674) | | | – | (674) |
| GYLP25 | **Elevating Intergenerational Dalit Voices in Transnational and Global Spaces for Caste Justice** | **–** | **239,109** | **(36,163)** | **–** | **202,946** |
| | Fund for Global Human Rights | – | 239,109 | (36,163) | – | 202,946 |
| FILE24 | **Climate Legal empowerment** | **–** | **–** | **(19,638)** | **–** | **(19,638)** |
| FLOW25 | **Facilitating Local and Indigenous Ownership of Water Ecosystems and Health** | **–** | **19,046** | **(17,080)** | **–** | **1,966** |
| | The Wellcome Trust | – | 19,046 | (17,080) | – | 1,966 |
| UNFPA24 | **Data on to Illuminate Systemic Causes of Marginalisation** | **5,807** | **–** | **(5,420)** | **–** | **387** |
| | UN Population Fund | 5,807 | – | (5,420) | – | 387 |
| | **Sub total/Various Charitable Activities** | **(98,281)** | **270,207** | **(192,102)** | **227,168** | **206,992** |

The Start of Year balance for programme DIS21 Intersectional Minority and Disability Rights Advocacy was incorrect in the 2023 and 2024 accounts, and has been re-stated here. The Transfers including MRG Match Funding have been adjusted to incorporate this re-statement.

**Note 15**: Movement in funds (continued)

| For year ended 31 December 2025 | Start of the year | Incoming resources | Outgoing resources | Transfers Incl MRG Match Funding | End of year |
|---|---|---|---|---|---|
| | £ | £ | £ | £ | £ |
| **RESTRICTED FUNDS**: | | | | | |
| Africa | 101,446 | 580,092 | (484,172) | 9,928 | 207,294 |
| Middle East & North Africa | 784,706 | 1,027,229 | (1,541,977) | – | 269,958 |
| Europe/Central Asia region | (267,148) | 966,823 | (1,386,560) | (9,115) | (696,000) |
| Asia & Pacific region | 927,486 | 586,730 | (960,957) | 731 | 553,990 |
| Latin America | (1,720) | – | (44,105) | – | (45,825) |
| Legal empowerment & strategic litigation | 95 | – | (4,753) | 4,658 | – |
| Other charitable activities | (98,281) | 270,207 | (192,102) | 227,168 | 206,992 |
| **Total restricted funds** | **1,446,584** | **3,431,081** | **(4,614,626)** | **233,370** | **496,409** |
| **Unrealized foreign exchange differences** | (7,874) | (346) | – | – | (8,220) |
| **Total restricted funds** | **1,438,710** | **3,430,735** | **(4,614,626)** | **233,370** | **488,189** |
| **UNRESTRICTED FUNDS**: | | | | | |
| Revaluation reserve | 113,606 | 36,765 | – | – | 150,371 |
| Pension provision | (12,919) | – | 3,207 | – | (9,712) |
| General fund | 140,939 | 2,031,774 | (1,771,515) | (233,370) | 167,828 |
| **Total unrestricted funds** | **241,626** | **2,068,539** | **(1,768,308)** | **(233,370)** | **308,487** |
| **Unrealized foreign exchange differences** | – | 17,113 | – | – | 17,113 |
| **Total funds** | **1,680,336** | **5,516,387** | **(6,382,934)** | **–** | **813,789** |

The total fund is positive where the grant received is more than the amount spent up to the year end. The carried forward balances are spent on the grant activities in subsequent years. The fund balance is negative where the amount spent in the year end exceeds the grant received. The carried forward balances are reimbursed from payments from donors in subsequent years.
In view of the significant negative balance for the Europe/Central Asia region, efforts to resolve this issue, are underway and will continue with a detailed plan in place to eliminate all such balances over a period of 2-3 years, with care being taken to ensure that the situation does not repeat (with either MRGE or any other part of the group).
For transfers between funds:
"All project activities are included under Restricted Funds, but one project within Other Charitable Activities (DIS21) is largely funded by a specific portion of MRG's unrestricted grant from SIDA. This is therefore shown as a transfer between funds. The remaining transfers are to write off balances for closed projects where all funds due have been received."

**Note 16**: MRG Income & Expenditure 2024 by Results

| MRG Income & Expenditure 2025 by Results | | Income | Expenses | Partners' Expenses | Total Expenditure |
|---|---|---|---|---|---|
| | | £ | £ | £ | £ |
| 16 | **PROGRAMME GRANTS, DONATIONS AND ACTIVITIES** | 2,012,973 | (611,139) | – | (611,139) |
| | Other income | 8,506 | (8,506) | – | (8,506) |
| | Investment income | 10,295 | | – | - |
| | Fundraising | – | (176,600) | – | (176,600) |
| | Management, Finance, Administration, IT, Premises and Other Overheads | – | (1,295,807) | – | (1,295,807) |
| | **Less: Operating costs recovery** | – | | – | - |
| | Management, Finance, Administration, IT, Premises and Other Overheads | – | 323,744 | – | 323,744 |
| | **PROGRAMME GRANTS, DONATIONS AND ACTIVITIES** | **2,031,774** | (**1,768,308**) | **–** | (**1,768,308**) |
| **Result 1: Learning** | | | | | |
| AFRB24 | Asia Action For Freedom of Religion or Belief | 1,626 | (46,986) | (29,968) | (76,954) |
| CEPM25 | Protection of Human Rights and Democracy in Tajikistan | 16,812 | (1,403) | (3,151) | (4,554) |
| DIS21 | Intersectional Minority and Disability Rights Advocacy | – | (15,192) | (10,746) | (25,938) |
| EVC23 | Empowerment of vulnerable communities through building effective and sustainable civil society | 31,848 | (26,959) | (14,137) | (41,096) |
| FLARE25 | Fundamental rights, Litigation, Awareness Raising and Equality | 54,628 | (494) | – | (494) |
| FLOW25 | Facilitating Local and Indigenous Ownership of Water Ecosystems and Health: centring Indigenous and Traditional Knowledge in solutions identification and implementation | 6,285 | (3,491) | (2,145) | (5,636) |
| GYLP25 | Elevating Intergenerational Dalit Voices in Transnational and Global Spaces for Caste Justice | 24,150 | (3,652) | – | (3,652) |
| IAC25 | International Contest: Recognizing Minority Artists Working on Memory in the present | 24 | (20) | – | (20) |
| IND21 | Safeguarding tribal rights in the context of extracting industries operating in India | – | (11,957) | (10,977) | (22,934) |
| IR6 | Minority and Indigenous Peoples' Collective Action & Networking | 24,424 | (21,668) | 1,380 | (20,288) |
| MACS23 | Minorities, Accountability and Civic Space | 218,906 | (97,318) | (164,039) | (261,357) |
| MARIO22 | Minorities, Accountability, Rights, Independence and Organisational Development | 244,128 | (199,909) | (271,129) | (471,038) |
| MEDP24 | Minority Empowerment for Democracy and Pluralism in Sri Lanka | 45,950 | (8,140) | (29,357) | (37,497) |
| MODE23 | Movement on Disability Equality in Thailand's Southern Border Provinces | 45,519 | (22,673) | (12,878) | (35,551) |
| RGA24 | Researching Green Activism: How to Better Protect Communities, Civil Society Organizations, Networks, and Climate Change Defenders in East Africa | 59,566 | (31,760) | (1,136) | (32,896) |
| RISE23 | Resilience, inclusivity, support, and equality: leading to a democratic society through empowerment of CSOs in Tajikistan | – | (8,823) | (9,161) | (17,984) |
| RVW24 | Rift Valley Waters Indigenous led research and climate change and health in lake Turkana and lake Bogoria | 7,429 | (10,557) | (3,083) | (13,640) |
| SMV23 | Strengthening Minority Voices | 25,960 | (18,104) | (8,939) | (27,043) |

| | | | | | |
|---|---|---|---|---|---|
| **Result 1: Learning (continued...)** | | | | | |
| SWISS24 | Assessing progress concerning Minority Inclusion | 672 | (221) | (326) | (547) |
| TFD23 | Pour une Tunisie sans discrimination | 19,207 | (6,970) | (9,351) | (16,321) |
| THAI21 | Inclusive Peacebuilding in Thailand's Southern Border Provinces | – | (5,932) | (4,656) | (10,588) |
| TUI22 | All4All - pour le droit à la différence et l´élimination de toutes les formes de discrimination en Tunisie | – | (80,149) | (23,496) | (103,645) |
| USMog23 | Somalia: Empowering Young Minority Individuals | 3,274 | (2,425) | (6,448) | (8,873) |
| OTHER | Various Charitable Activities | 1550 | (14569) | 4736 | (9833) |
| | **Sub-total** | **831,958** | **(639,373)** | **(609,007)** | **(1,248,380)** |
| **Result 2: Support** | | | | | |
| AFRB24 | Asia Action For Freedom of Religion or Belief (AA-FORB) | 249 | (7,207) | (4,596) | (11,803) |
| BAE24 | Baham Advocacy Empowerment | 9,530 | (994) | – | (994) |
| EVC23 | Empowerment of vulnerable communities through building effective and sustainable civil society | 21,232 | (17,973) | (9,424) | (27,397) |
| GYLP25 | Elevating Intergenerational Dalit Voices in Transnational and Global Spaces for Caste Justice | 478 | (73) | – | (73) |
| IND21 | Safeguarding tribal rights in the context of extracting industries operating in India | – | (8,991) | (8,253) | (17,244) |
| MACS23 | Minorities, Accountability and Civic Space | 36,484 | (16,220) | (27,340) | (43,560) |
| MODE23 | Movement on Disability Equality in Thailand's Southern Border Provinces | 728 | (363) | (206) | (569) |
| RGA24 | Researching Green Activism: How to Better Protect Communities, Civil Society Organizations, Networks, and Climate Change Defenders in East Africa | 47,653 | (25,408) | (908) | (26,316) |
| SMV23 | (Strengthening Minorities Voices | 8,653 | (6,035) | (2,979) | (9,014) |
| TFD23 | Pour une Tunisie sans discrimination | 3,841 | (1,394) | (1,870) | (3,264) |
| THAI21 | Inclusive Peacebuilding in Thailand's Southern Border Provinces | – | (2,966) | (2,328) | (5,294) |
| TUI22 | All4All - pour le droit à la différence et l´élimination de toutes les formes de discrimination en Tunisie | – | (16,029) | (4,700) | (20,729) |
| OTHER | Various Charitable Activities | 1550 | (14569) | 4736 | (9833) |
| | **Sub-total** | **130,398** | **(118,222)** | **(57,868)** | **(176,090)** |

**Result 3: Participation and Movement Building**

| | | | | | |
|---|---|---|---|---|---|
| AFRB24 | Asia Action For Freedom of Religion or Belief | 249 | (7,207) | (4,596) | (11,803) |
| CEPM25 | Protection of Human Rights and Democracy in Tajikistan | 50,436 | (4,209) | (9,454) | (13,663) |
| CSA25 | Civil society action to protect threatened civil society space int the OSCE region | 61,688 | (50,704) | (16,354) | (67,058) |
| CSO25 | EU- NGO Human Rights Forum: focus on Equality and Non-Discrimination | 75,681 | (67,619) | (3,236) | (70,855) |
| DIS21 | Intersectional Minority and Disability Rights Advocacy | – | (15,192) | (10,746) | (25,938) |
| EVC23 | Empowerment of vulnerable communities through building effective and sustainable civil society | 743 | (629) | (330) | (959) |
| FLOW25 | Facilitating Local and Indigenous Ownership of Water Ecosystems and Health: centring Indigenous and Traditional Knowledge in solutions identification and implementation | 6,285 | (3,491) | (2,145) | (5,636) |
| GYLP25 | Elevating Intergenerational Dalit Voices in Transnational and Global Spaces for Caste Justice | 71,733 | (10,849) | – | (10,849) |
| IAC25 | International Contest: Recognizing Minority Artists Working on Memory in the present | 24 | (20) | – | (20) |
| IND21 | Safeguarding tribal rights in the context of extracting industries operating in India | – | (4,315) | (3,962) | (8,277) |
| IR6 | Minority and Indigenous Peoples' Collective Action & Networking | 83,915 | (74,447) | 4,743 | (69,704) |
| Loop25 | Inclusion in Somalia: Inclusive, safe, independent and responsive feedback tool | 10,646 | (1,481) | - | (1,481) |
| MACS23 | Minorities, Accountability and Civic Space | 109,454 | (48,659) | (82,020) | (130,679) |
| MARIO22 | Minorities, Accountability, Rights, Independence and Organisational Development | 146,476 | (119,946) | (162,677) | (282,623) |
| MEDP24 | Minority Empowerment for Democracy and Pluralism in Sri Lanka | 63,234 | (11,202) | (40,400) | (51,602) |
| MODE23 | Movement on Disability Equality in Thailand's Southern Border Provinces | 72,830 | (36,277) | (20,604) | (56,881) |
| Prom22 | The Promise of Land: Law, Land Restitution, and Indigenous Communities in Colombia | – | (4,411) | – | (4,411) |
| RGA24 | Researching Green Activism: How to Better Protect Communities, Civil Society Organizations, Networks, and Climate Change Defenders in East Africa | 36,931 | (19,691) | (704) | (20,395) |
| RISE23 | Resilience, inclusivity, support, and equality: leading to a democratic society through empowerment of CSOs in Tajikistan | – | (8,823) | (9,161) | (17,984) |
| RVW24 | Rift Valley Waters Indigenous led research and climate change and health in lake Turkana and lake Bogoria | 7,429 | (10,558) | (3,082) | (13,640) |
| SMV23 | (Strengthening Minorities Voices | 692 | (483) | (238) | (721) |
| TFD23 | Pour une Tunisie sans discrimination | 11,524 | (4,181) | (5,611) | (9,792) |
| THAI21 | Inclusive Peacebuilding in Thailand's Southern Border Provinces | – | (14,829) | (11,641) | (26,470) |
| TUI22 | All4All - pour le droit à la différence et l´élimination de toutes les formes de discrimination en Tunisie | – | (48,089) | (14,098) | (62,187) |
| USMog23 | Somalia: Empowering Young Minority Individuals | 1,228 | (909) | (2,418) | (3,327) |
| OTHER | Various Charitable Activities | 1550 | (14569) | 4736 | (9833) |
| | **Sub-total** | **812,748** | **(582,790)** | **(393,998)** | **(976,788)** |

**Result 4: Information**

| | | | | | |
|---|---|---|---|---|---|
| AFRB24 | Asia Action For Freedom of Religion or Belief | 1,247 | (36,032) | (22,981) | (59,013) |
| BAE24 | Baham Advocacy Empowerment | 4,765 | (497) | – | (497) |
| CEPM25 | Protection of Human Rights and Democracy in Tajikistan | 33,624 | (2,806) | (6,303) | (9,109) |
| CSA25 | Civil society action to protect threatened civil society space int the OSCE region | 7,711 | (6,338) | (2,044) | (8,382) |
| CSO25 | EU- NGO Human Rights Forum: focus on Equality and Non-Discrimination | 20,640 | (18,441) | (883) | (19,324) |
| EMM22 | Engaging Media & Minorities to Act for Peacebuilding | 101,207 | (18,364) | (87,785) | (106,149) |
| EVC23 | Empowerment of vulnerable communities through building effective and sustainable civil society | 21,232 | (17,974) | (9,424) | (27,398) |
| FLARE25 | Fundamental rights, Litigation, Awareness Raising and Equality | 13,657 | (123) | – | (123) |
| FLOW25 | Facilitating Local and Indigenous Ownership of Water Ecosystems and Health: centring Indigenous and Traditional Knowledge in solutions identification and implementation | 2,286 | (1,270) | (780) | (2,050) |
| GYLP25 | Elevating Intergenerational Dalit Voices in Transnational and Global Spaces for Caste Justice | 71,733 | (10,849) | – | (10,849) |
| IAC25 | International Contest: Recognizing Minority Artists Working on Memory in the present | | | | |
| IEM25 | Information Environment Mapping – Minorities and marginalized communities in Central and Eastern Africa | 1,205<br>11,862 | (1,004)<br>(13,419) | –<br>(11,187) | (1,004)<br>(24,606) |
| IND21 | Safeguarding tribal rights in the context of extracting industries operating in India | – | (17,982) | (16,506) | (34,488) |
| IR6 | Minority and Indigenous Peoples' Collective Action & Networking | 17,446 | (15,478) | 986 | (14,492) |
| JETF24 | Just Energy Transition Fellowship | 2,077 | (5,397) | – | (5,397) |
| MACS23 | Minorities, Accountability and Civic Space | 72,969 | (32,439) | (54,680) | (87,119) |
| MARIO22 | Minorities, Accountability, Rights, Independence and Organisational Development | 48,826 | (39,982) | (54,226) | (94,208) |
| MEDP24 | Minority Empowerment for Democracy and Pluralism in Sri Lanka | 42,366 | (7,506) | (27,067) | (34,573) |
| MODE23 | Movement on Disability Equality in Thailand's Southern Border Provinces | 18,208 | (9,069) | (5,151) | (14,220) |
| Prom22 | The Promise of Land: Law, Land Restitution, and Indigenous Communities in Colombia | – | (17,642) | – | (17,642) |
| RGA24 | Researching Green Activism: How to Better Protect Communities, Civil Society Organizations, Networks, and Climate Change Defenders in East Africa | 23,826 | (12,704) | (454) | (13,158) |
| RISE23 | Resilience, inclusivity, support, and equality: leading to a democratic society through empowerment of CSOs in Tajikistan | – | (4,413) | (4,580) | (8,993) |
| RVW24 | Rift Valley Waters Indigenous led research and climate change and health in lake Turkana and lake Bogoria | 2,123 | (3,017) | (881) | (3,898) |
| SMV23 | Strengthening Minority Voices | 34,613 | (24,140) | (11,918) | (36,058) |
| SWISS24 | Assessing progress concerning Minority Inclusion | 8,003 | (2,629) | (3,883) | (6,512) |
| SyriaSida25 | Voices of Resilence Syria | – | (1,738) | – | (1,738) |
| TFD23 | Pour une Tunisie sans discrimination | 11,524 | (4,182) | (5,610) | (9,792) |
| THAI21 | Inclusive Peacebuilding in Thailand's Southern Border Provinces | – | (5,931) | (4,656) | (10,587) |
| TUI22 | All4All - pour le droit à la différence et l´élimination de toutes les formes de discrimination en Tunisie | – | (32,060) | (9,399) | (41,459) |
| UNFPA24 | Update of Factsheet on Indigenous Women's Maternal Mortality and Maternal Health | – | (237) | (4,642) | (4,879) |
| OTHER | Various Charitable Activities | 1550 | (14569) | 4736 | (9833) |
| | **Sub-total** | **574,700** | **(378,232)** | **(339,318)** | **(717,550)** |

**Result 5: Rights Claims and Advocacy**

| | | | | | |
|---|---|---|---|---|---|
| AFRB24 | Asia Action For Freedom of Religion or Belief | 1,122 | (32,429) | (20,683) | (53,112) |
| BAE24 | Baham Advocacy Empowerment | 28,591 | (2,982) | – | (2,982) |
| CEPM25 | Protection of Human Rights and Democracy in Tajikistan | 50,436 | (4,209) | (9,454) | (13,663) |
| CSO25 | EU- NGO Human Rights Forum: focus on Equality and Non-Discrimination | 14,723 | (13,154) | (630) | (13,784) |
| DIS21 | Intersectional Minority and Disability Rights Advocacy | – | (15,193) | (10,746) | (25,939) |
| EVC23 | Empowerment of vulnerable communities through building effective and sustainable civil society | 10,616 | (8,987) | (4,712) | (13,699) |
| FLARE25 | Fundamental rights, Litigation, Awareness Raising and Equality | 54,628 | (494) | – | (494) |
| FLOW25 | Facilitating Local and Indigenous Ownership of Water Ecosystems and Health: centring Indigenous and Traditional Knowledge in solutions identification and implementation | 2,286 | (1,270) | (780) | (2,050) |
| GYLP25 | Elevating Intergenerational Dalit Voices in Transnational and Global Spaces for Caste Justice | 46,148 | (6,979) | – | (6,979) |
| IAC25 | International Contest: Recognizing Minority Artists Working on Memory in the present | 9,593 | (7,998) | – | (7,998) |
| IND21 | Safeguarding tribal rights in the context of extracting industries operating in India | – | (35,962) | (33,013) | (68,975) |
| IR6 | Minority and Indigenous Peoples' Collective Action & Networking | 31,228 | (27,705) | 1,765 | (25,940) |
| JETF24 | Just Energy Transition Fellowship | 16,614 | (43,170) | – | (43,170) |
| Loop25 | Inclusion in Somalia: Inclusive, safe, independent and responsive feedback tool | 5,323 | (741) | – | (741) |
| MACS23 | Minorities, Accountability and Civic Space | 218,906 | (97,318) | (164,039) | (261,357) |
| MEDP24 | Minority Empowerment for Democracy and Pluralism in Sri Lanka | 38,151 | (6,759) | (24,374) | (31,133) |
| MODE23 | Movement on Disability Equality in Thailand's Southern Border Provinces | 26,583 | (13,242) | (7,520) | (20,762) |
| Prom22 | The Promise of Land: Law, Land Restitution, and Indigenous Communities in Colombia | – | (17,642) | – | (17,642) |
| RGA24 | Researching Green Activism: How to Better Protect Communities, Civil Society Organizations, Networks, and Climate Change Defenders in East Africa | 46,462 | (24,773) | (886) | (25,659) |
| RISE23 | Resilience, inclusivity, support, and equality: leading to a democratic society through empowerment of CSOs in Tajikistan | – | (17,647) | (18,322) | (35,969) |
| RVW24 | Rift Valley Waters Indigenous led research and climate change and health in lake Turkana and lake Bogoria | 2,122 | (3,016) | (881) | (3,897) |
| SMV23 | Strengthening Minority Voices | 63,341 | (44,175) | (21,810) | (65,985) |
| SWISS24 | Assessing progress concerning Minority Inclusion | 5,730 | (1,883) | (2,780) | (4,663) |
| TFD23 | Pour une Tunisie sans discrimination | 23,048 | (8,364) | (11,221) | (19,585) |
| THAI21 | Inclusive Peacebuilding in Thailand's Southern Border Provinces | – | (23,489) | (18,439) | (41,928) |
| TUI22 | All4All - pour le droit à la différence et l´élimination de toutes les formes de discrimination en Tunisie | – | (80,150) | (23,496) | (103,646) |
| USMog23 | Somalia: Empowering Young Minority Individuals | 3,274 | (2,425) | (6,449) | (8,874) |
| OTHER | | 1550 | (14569) | 4736 | (9833) |
| | **Sub-total** | **700,475** | **(556,725)** | **(373,734)** | **(930,459)** |

**Result 6: Cross Cutting Change**

| | | | | | |
|---|---|---|---|---|---|
| AFRB24 | Asia Action For Freedom of Religion or Belief | 494 | (14,268) | (9,101) | (23,369) |
| BAE24 | Baham Advocacy Empowerment | 4,765 | (497) | - | (497) |
| CEPM25 | Protection of Human Rights and Democracy in Tajikistan | 16,812 | (1,403) | (3,151) | (4,554) |
| CSA25 | Civil society action to protect threatened civil society space int the OSCE region | 7,711 | (6,338) | (2,044) | (8,382) |
| CSO25 | EU- NGO Human Rights Forum: focus on Equality and Non-Discrimination | 26,557 | (23,728) | (1,136) | (24,864) |
| DIS21 | Intersectional Minority and Disability Rights Advocacy | - | (15,191) | (10,747) | (25,938) |
| EVC23 | Empowerment of vulnerable communities through building effective and sustainable civil society | 20,488 | (17,344) | (9,094) | (26,438) |
| FLARE25 | Fundamental rights, Litigation, Awareness Raising and Equality | 13,657 | (124) | - | (124) |
| FLOW25 | Facilitating Local and Indigenous Ownership of Water Ecosystems and Health: centring Indigenous and Traditional Knowledge in solutions identification and implementation | 1,905 | (1,058) | (650) | (1,708) |
| GYLP25 | Elevating Intergenerational Dalit Voices in Transnational and Global Spaces for Caste Justice | 24,867 | (3,761) | - | (3,761) |
| IAC25 | International Contest: Recognizing Minority Artists Working on Memory in the present | 1,206 | (1,005) | - | (1,005) |
| IEM25 | Information Environment Mapping – Minorities and marginalized communities in Central and Eastern Africa | 2,966 | (3,354) | (2,797) | (6,151) |
| IND21 | Safeguarding tribal rights in the context of extracting industries operating in India | - | (10,699) | (9,821) | (20,520) |
| IR6 | Minority and Indigenous Peoples' Collective Action & Networking | 17,446 | (15,478) | 986 | (14,492) |
| JETF24 | Just Energy Transition Fellowship | 2,077 | (5,396) | - | (5,396) |
| Loop25 | Inclusion in Somalia: Inclusive, safe, independent and responsive feedback tool | 1,774 | (247) | - | (247) |
| MACS23 | Minorities, Accountability and Civic Space | 72,969 | (32,439) | (54,680) | (87,119) |
| MARIO22 | Minorities, Accountability, Rights, Independence and Organisational Development | 48,825 | (39,982) | (54,226) | (94,208) |
| MEDP24 | Minority Empowerment for Democracy and Pluralism in Sri Lanka | 21,078 | (3,735) | (13,466) | (17,201) |
| MODE23 | Movement on Disability Equality in Thailand's Southern Border Provinces | 18,208 | (9,069) | (5,151) | (14,220) |
| Prom22 | The Promise of Land: Law, Land Restitution, and Indigenous Communities in Colombia | - | (4,410) | - | (4,410) |
| RGA24 | Researching Green Activism: How to Better Protect Communities, Civil Society Organizations, Networks, and Climate Change Defenders in East Africa | 23,826 | (12,704) | (454) | (13,158) |
| RISE23 | Resilience, inclusivity, support, and equality: leading to a democratic society through empowerment of CSOs in Tajikistan | - | (4,411) | (4,581) | (8,992) |
| RVW24 | Rift Valley Waters Indigenous led research and climate change and health in lake Turkana and lake Bogoria | 2,123 | (3,016) | (881) | (3,897) |
| SMV23 | Strengthening Minority Voices | 39,805 | (27,760) | (13,706) | (41,466) |
| SWISS24 | Assessing progress concerning Minority Inclusion | 1,601 | (525) | (777) | (1,302) |
| SyriaSida25 | Voices of Resilence Syria | - | - | - | - |
| TFD23 | Pour une Tunisie sans discrimination | 7,683 | (2,789) | (3,740) | (6,529) |
| THAI21 | Inclusive Peacebuilding in Thailand's Southern Border Provinces | - | (6,168) | (4,843) | (11,011) |
| TUI22 | All4All - pour le droit à la différence et l´élimination de toutes les formes de discrimination en Tunisie | - | (64,119) | (18,797) | (82,916) |
| UNFPA24 | Update of Factsheet on Indigenous Women's Maternal Mortality and Maternal Health | - | (26) | (516) | (542) |
| USMog23 | Somalia: Empowering Young Minority Individuals | 409 | (303) | (806) | (1,109) |
| OTHER | Various Charitable Activities | 1550 | (14569) | 4736 | (9833) |
| | **Sub-total** | **380,802** | **(345,916)** | **(219,443)** | **(565,359)** |
| | **Results 1-6** | **3,431,081** | **(2,621,258)** | **(1,993,368)** | **(4,614,626)** |
| | **TOTAL ACTIVITY** | **5,462,855** | **(4,389,566)** | **(1,993,368)** | **(6,382,934)** |

**Note 17**: Co-financing arrangements

Nearly all MRG programmes require co-financing to be provided from other/secondary sources including MRG's own core funding. Sida and Norway MFA provide the bulk of this core funding and are used to co-finance our programmes. However, there is a limited number of cases where a set of activities are shared by two or more programmes: this is treated as co-financing by one programme of another, with the approval of the primary funder. The table below shows the confirmed co-financing for 2025.

| Cross-programme Match Funding 2025 | | | | |
|---|---|---|---|---|
| Match Funding Source | Programmes with MF need | TFD23 | CEPM25 | AFRB24 |
| All4All Phase 2 - pour le droit à la difference et l'elimination de toutes les formes de discrimination en Tunisie | TUI22 | | | |
| Elevating Intergenerational Dalit Voices in Transnational and Global Spaces for Caste Justice | GYLP25 | | | |
| Civil society action to protect threatened civil society space in the OSCE region | CSA25 | | | |

MARIO22 also received match funding from the Committee on the Status of Women
MODE 23 also received match funding from the Taiwan Foundation for Democracy
MACS23 also received match funding from the Allan & Nesta Ferguson Charitable Trust.

**Note 18**: Prior year restatement

During the preparation of the financial statements, an error has been identified in relation to the 2024 charity-only balance sheet. Specifically, it has been identified that regional office balances stated in the 2024 financial statements did not agree to the underlying accounting records. The trustees have concluded that this constitutes a prior period error under FRS 102 paragraph 10.19, arising from a misinterpretation of reliable information that was available and knowable when the financial statements were prepared.
The 2024 charity only balance sheet and associated notes have therefore been restated as follows:

| | As previously stated 31 December 2024 | Restatement | As restated 31 December 2024 |
|---|---|---|---|
| | £ | £ | £ |
| Amounts due to regional offices | 307,210 | 298,444 | 605,654 |
| Total creditors | 674,860 | 298,444 | 973,304 |
| Net current liabilities | (203,132) | (298,444) | (501,576) |
| General reserves | (701,197) | (298,444) | (999,641) |
| Total funds | 156,428 | (298,444) | (142,016) |

There is no impact on the consolidated income and expenditure, or on the consolidated balance sheet.

**Note 19**: Related Party Transactions

Included within regional balances disclosed in Note 10(a) are intercompany balances payable to Minority Rights Group Europe amounting to £734,604 (2024: £596,935).
Total trustee reimbursement costs incurred during the year were £12,630 (2024: £4,759).
There were no other related party transactions during the year.

Minority Rights Group

# Reference and Administrative Details

The organization is a charitable company limited by guarantee, incorporated on 11 February 1981 and registered as a charity on 11 May 1981.

**Governing document**
The articles of association, amended on 14 October 2011, establish the objects and powers of the charitable company and how it is governed.

**Summary of investment powers**
The governing document gives Minority Rights Group power to invest funds not immediately required for the charity's purposes.

**Company number**
1544957

**Charity number**
282305

**Registered office and Operational address**
54 Commercial Street,
London E1 6LT

**Honorary officers**
Anastasia Crickley, *Chair*
William Edgar Foyle Samuel, Treasurer
Claire Thomas, *Secretary*

**Members of the Council/Trustees**
The Council of Management who served during the year and up to the date of this report were as follows:

Anastasia Crickley *(Chair)*
Amana Dawuda Wodu
Christine Kandie *(appointed formally on Saturday 28th June)*
Vivek Sinha
William Edgar Foyle Samuel *(Treasurer)*
George Ngwane
Sima Luipert
José Guevara Bermúdez
Astrid Thors
Stefania Kulaeva

**Principal staff**
Claire Thomas *(Executive Director)*
Vanessa Katto *(Director of Operations)*
Carl Söderbergh *(Director of Policy and Advocacy)*

**Bankers**
NatWest, 38 Strand,
London, WC2H 5JB

**Solicitors**
Bates, Wells and Braithwaite,
10 Queen Street, London ECAR 1BE

**Auditors**
HaysMac, 10 Queen Street Place,
London, EC4R 1AG
Tel: 020 7969 550

# Minority Rights Group

# Visit minorityrights.org for multimedia content about minorities and indigenous peoples around the world.

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