

Annual Report

2025





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My name is Grace and I have EB



“ If you have epidermolysis bullosa (EB), you probably are aware of the struggle that it takes to live every day with EB. But if you are someone who does not have EB, allow me to educate you.

EB can cause incredibly sore skin and blisters, and there is nothing we can do to control that. No amount of ointments or creams, bandages or dressings are going to fix the genetic issue, and they just keep coming back and back and back. Anytime we fix something, a new one appears.

If you know someone with EB, trust me when I tell you they are a **warrior**.

If you think you've heard them upset or in pain, they are in pain or upset **10x** more than they are letting on. So, they are probably really struggling.

It takes so much effort just to do basic tasks like getting up and walking around, so the fact that you have the pleasure of getting to know them is so incredible.

EB feels like you are being set fire to, if you can imagine that. It's not nice, and currently there are no cures and only limited treatments.

People like me with EB make sure we get to **live every day to the fullest** the same way that you get to. And that is pretty cool.

More than anything else though, we want and need effective treatments that will help stop the pain of EB, all forms of EB. ”

- Grace Fincham

DEBRA member and Ambassador

We are DEBRA

- ▶ We are the patient support organisation for anyone in the UK living with any form of inherited or acquired EB, their family members and carers, plus healthcare professionals and researchers specialising in EB.
- ▶ We are also a medical research charity and one of the largest global funders of EB research.
- ▶ We provide community care and support services that improve quality of life today and we fund pioneering research that aims to secure effective EB drug treatments for tomorrow.
- ▶ **Our vision is a world where no one suffers with EB.**

Our values



We make a difference to the lives of people affected by all forms of EB.



We are caring in everything we do, we care for the needs of our members, our colleagues and volunteers, our supporters and customers, and the planet through our commitment to reuse, recycle, and reduce.



We are inclusive in everything we do, we embrace all people irrespective of race, gender, disability, medical or other need. We provide equal access and opportunities to all our members and strive to create a working environment where everyone feels valued and respected.

2025 - Our year in numbers

745

members supported by our
EB Community Support Team

738

members stayed in our
holiday homes

697

members received
support grants

447

members accessed 1 or more
member events' in 2025,
in person or online

300+

new members joined DEBRA

175

members participated in
Involvement Network initiatives

36

national and regional member
events held during the year

Message from our Chair of Trustees and Chief Executive Officer

DEBRA exists to realise a world where no one must suffer with EB, a group of genetic skin conditions that cause the skin to blister and tear with the slightest knock or friction. EB is often referred to as butterfly skin because it makes the skin as fragile as a butterfly's wing. To most people it is largely unknown due to its rarity (it is estimated that there are 5,000 people in the UK living with some form of EB) but those who are living with EB, or who have supported patients with EB, often refer to it as the worst condition that you will never have heard of.

2025 was another year of good progress but have we realised our vision? No, we haven't, not yet. There are still too many people in the UK, and around the world, suffering every day because of EB. They are in pain - physical and mental pain.

This needs to change and we won't stop until it does.

Effective drug treatments are the no. 1 priority for the EB community and so our single biggest highlight of 2025 was our announcement that we had secured co-funding for the new ART-EB research project. The new multi-million-pound project is the single largest investment to date, anywhere in the world, into EB drug repurposing research. The project will create an innovative clinical trial that will test whether drugs already treating conditions such as psoriasis and eczema, could be used to treat EB too. These drugs target some of the immune signals thought to be involved in the inflammation that plays a major role in EB. By repurposing existing drugs, the trial aims to speed up access to treatments for all forms of EB. These treatments have the potential to improve wound healing and quality of life, whilst reducing cost and risk, and creating a blueprint for running future EB drug repurposing clinical trials. There is a long way to go but we are very excited about this major new research project which could be transformational for people with all forms of EB.

There have been many other highlights throughout the year: the improved performance of our retail division, our most successful events campaign ever which included our 10th annual Great Chefs Dinner and 20th Fight Night, Graeme Souness CBE and team taking to the water once more to raise awareness and support for the charity, and the clarity that the new EB Priority Setting Partnership

study has given for our future EB research. We will talk about these more over the coming pages, but the most important thing is what we do next; the steps that we will take in 2026 and beyond to realise our vision.

We cannot make a difference for the EB community on our own. It takes a team effort. Thankfully, we can count on the support of many incredible people who support us on our journey. From our 320+ colleagues and our volunteers, who every year contribute over £2m in free labour. To our members who share their lived experiences of EB and feedback to help ensure we are focusing on the activities that will benefit our members most. Our Royal Patron, President, Vice Presidents and Ambassadors, who help amplify our voice, and to our supporters and customers who bring vital revenue into the charity. We couldn't make this difference without your support, and we thank you for everything that you do for the charity.

So now we look to the future. The external environment that we operate in remains uncertain but with a clear strategy in place for our member support services and EB research that addresses the key needs of our members, strong governance and leadership, and the passion of Team DEBRA, we have every confidence that we will make another significant step towards achieving our vision in 2026.

Together we can help stop the pain of EB.



Carly Fields
Chair of Trustees



Tony Byrne
CEO

Our strategy to stop the pain of EB

It will take many steps and a collective effort to ensure a future where no one suffers with EB. As the UK's EB patient support organisation and one of the largest global funders of EB research, we are leading the way. We are taking the crucial steps that are needed to ensure everyone touched by EB gets the support they need now and has real hope for a better future.

Our priority areas of work are:

1. Life-changing research

Our research strategy is driven by a single goal: securing the treatments that EB patients need most.

A key pillar of this strategy is drug repurposing which involves clinically testing existing drugs that already successfully treat other inflammatory skin conditions such as eczema and psoriasis. We believe that these drugs could be effective in slowing or stopping the progression of EB too, addressing key symptoms such as open wounds, pain, and itch.

Alongside drug repurposing, we are committed to better understanding the causes and progression of EB, including the critical role of the immune system. And if we are to fulfil our research goals, we need skilled and passionate researchers which is why inspiring and attracting the next generation of scientists to choose a career in EB research is central to our mission. We are also committed to attracting researchers from outside the EB field, bringing fresh perspectives and innovative approaches to accelerate progress and uncover new solutions for unmet needs.

2. Life-long EB community support

We are equally focused on today as we are tomorrow. The EB community wants effective drug treatments for the future as a priority, but they also need support to help improve their quality of life now. We are there for our members - people with EB themselves, their family members, and carers, with individualised support, whenever they need it. This can include financial support grants and benefits information to bereavement support, social opportunities, holiday home respite and advocating on their behalf.

3. Specialist healthcare and wellbeing

We partner with the NHS and other organisations to ensure that people affected by all forms of EB can get the healthcare and wellbeing support they need. This started in 1987 when we funded the first specialist EB nurse. In 2008, we partnered with the NHS to set up the National Specialised Commissioning Group to oversee the provision of EB specialist healthcare. And in 2017 we provided co-funding for the Rare Disease Centre, a first of its kind facility at St. Thomas' Hospital in London which provides specialist healthcare support for adults and children with complex rare genetic diseases, including EB. Today the NHS provides a world-class EB healthcare service through four EB healthcare centres of excellence and the Scottish EB health service.

We have and will continue to invest in initiatives that aim to improve patient outcomes for people living with EB. From the establishment of specialist podiatry services to the recent launch of the Wisdom Wellbeing assistance programme through our partnership with Health Assured. This important new partnership will give our members free, confidential access to expert support whenever they need it.

4. Working together to improve quality of life

We exist to support the EB community in the UK, while thinking and acting globally. We collaborate with national and international organisations as well as the global DEBRA network to achieve better outcomes for everyone affected by EB. This includes partnering on world-class research programmes, nurturing the next generation of EB researchers, and sharing ideas, expertise, and best practice through initiatives such as the EB Clinical Practice Guidelines programme.

One recent example of global collaboration was the EB Priority Setting Partnership, a landmark global insight study led by DEBRA UK with input from other worldwide DEBRA groups and EB charities. Over 800 members of the global EB community told us their top unanswered questions about EB. The results have helped determine the research priorities for each of the four main types of EB, providing a clear roadmap ahead for future EB research and innovation.

What we achieved in the last year

We secured the **single largest investment** yet, anywhere in the world, into EB drug repurposing research

ART-EB is an innovative clinical trial designed to test whether drugs that already successfully treat other inflammatory skin conditions, such as psoriasis and eczema, could treat people with EB too. These drugs target some of the immune signals thought to be involved in the inflammation that plays a major role in EB and have the potential to slow or even stop the symptoms of EB.



We delivered **high quality support** for our members

Over 700 individual members were supported by our EB Community Support Team in 2025.



We identified the **research priorities** for EB

The new EB Priority Setting Partnership study was completed by 800+ members of the global EB community who identified their research priorities for each of the four main types of EB. With this insight we now have a clear roadmap for future EB research, ensuring that the research we invest in addresses the key needs of people with EB.

We created a sense of **community**

447 of our members connected with each other by attending one of our online or in person events held through the year.



We made EB **more visible**

Media appearances including on BBC Breakfast and ITV's Good Morning Britain helped raise much-needed awareness of EB and garnered support for the charity.

EB and the challenges it creates

- ▶ Up to **5,000** people in the UK are thought to be living with EB. This number could be much higher though as the condition often goes undiagnosed.
- ▶ There are over **30** subtypes of EB grouped into **4** main types.
- ▶ There is just **1** approved EB drug treatment for patients in the UK which only benefits approximately **300** patients.
- ▶ There are **40** drugs that we need to clinically test if we are to secure effective drug treatments for all types of EB.
- ▶ Each EB clinical trial costs up to **£500,000**.
- ▶ EB is a multisystemic condition impacting multiple areas of the body.
- ▶ Awareness of EB remains very low (less than **10%** unprompted awareness).



Genetic condition



Skin as fragile as a butterfly's wings



Layers of skin tear and blister



Can affect internal organs



Affects an estimated 500,000 people worldwide



Not contagious



Can be a hidden condition, which presents different challenges



Your EB type will never change



Our strategic priorities in 2026



To ensure the needs of the EB community remain at the centre of our short, medium and long-term plans.



To play a pivotal role in making research into EB a global effort, working with the right organisations, wherever they are based, to help secure effective treatments that can improve the lives of people living with all forms of EB.



To broaden our fundraising activities to extend our reach and engage new audiences whilst retaining our existing loyal supporters.



To continue building a lean and efficient retail function, using this as a basis for improved contribution, and ensuring that we have stores in locations that offer the greatest revenue potential, whilst also leveraging the opportunity for sales growth online.



To leverage our marketing and communication channels and increased investment in PR, and direct response TV and online advertising to raise awareness of EB and DEBRA, to recruit new members, and to support our key revenue generation initiatives.



To ensure that our support operations (People, IT, Data, and Finance) are underpinned with robust processes and risk management.



To achieve the right level of reserves to ensure that the charity can continue as a going concern whilst ensuring that the maximum level of resources are invested into charitable spend that directly benefits our members and furthers EB research.

Member Services

Our progress in 2025

2025 has been a year of meaningful progress for the Member Services directorate, marked by growth, insight, and our continued commitment to supporting the EB community.

Membership

We have seen a **+8%** growth in membership from people living with EB and we launched the membership drive to reach the wider EB community living and working with EB, with a reminder that DEBRA is here to support people with all types of EB.

Holiday homes

We introduced two new holiday homes. The first at a brand-new location for us, Devon Cliffs, and the second was a new home on our much-loved Windermere site. Both bring fresh opportunities for our members to relax, get much-needed respite, and spend precious time together with family and friends.

Over **700+** guests enjoyed DEBRA holiday homes in 2025, with an increase in occupancy across the year of approximately **10%**. In Scotland, we continued to deliver discounted holiday options for our members, expanding access and equity.

Healthcare and community support

Our EB Community Support Team (EB CST) continued to be a cornerstone of the work we do to support our members and provided direct support to over **700** people.

The team continued to build strong relationships with hospices, delivered EB training to professionals and worked closely with both the EB healthcare centres of excellence and outreach clinics to deliver opportunities for peer support across different regions.

As well as supporting many complex cases, the team also signposted our members to EB information and resources on the website, including content by life stage, and they shared best practise tips. The EB Helpline was more widely promoted which helped reduce crisis calls and two new categories of support grants were launched (Limited Edition and Non-DEBRA Holiday Grants) which, alongside our existing grants, ensured targeted, high-impact support was delivered where it was needed most.



Projects and partnerships

We delivered the EB research Priority Setting Partnership (EB PSP) following the James Lind Alliance (JLA) research methodology. This hugely important piece of EB community engagement, the first global study of its type for a rare condition, identified the top 10 research priorities for each of the main types of EB, as determined by the EB community. The insights gained from this research will help shape the future of EB research and ensure that the projects we invest in meet the key needs of people living with EB.

We also drove the development of the Complementary, Alternative and Integrative Medicines (CAIMS) Clinical Practice Guidelines (CPG), and kicked off development work on the wound care CPG, bringing together global EB experts and a Lived Experience Advisory Group, collaborating to shape best practice and help ensure that the EB community receives the very best in specialist healthcare.

In July, we commissioned Fortia Insight (formerly RSM), an independent research and consulting firm, to conduct an independent impact evaluation of our member services. The evaluation independently examined the difference these services make for people living with EB, their family members, and the professionals who support them. The results of this important study have provided us with robust evidence that will directly inform our strategic, operational planning and future decision making. To read the full report, please visit debra.org.uk/insight-study-26

Our partnership with the charity Whizz Kidz has enabled the EB CST to provide joint funding towards mobility equipment, helping our members gain independence and reduce social isolation. We also enjoyed working with many other partners to offer additional member benefits, including enhanced services, free tickets, stays and discounts. Examples include the Bullen pharmaceutical delivery service and Baa Baby discounts for soft sheepskin products.



Events and member engagement

We expanded our events programme in 2025. The programme included our annual Members' Weekend, which gets bigger and better every year, regional events in Windsor, Liverpool and Weybridge, and a comprehensive offering of online events including regular Health & Welfare webinars and online support groups held throughout the year.

We were also honoured to welcome our Royal Patron, HRH The Duchess of Edinburgh GCVO, to our Birmingham event in March. Her continued support for DEBRA and passion for our vision was clear to all our members who joined us.

Our membership continued to grow, and we worked closely with the Marketing & Communications team to deliver the new membership guide. Our Member Involvement Network also continued to grow reflecting the increased opportunities available for members to get involved in shaping our work and the research we commission.

Our plans for 2026

Evidence-based decision making

We remain committed to empowering choice and independence, delivering specialist support, and building a connected, engaged EB community. 2026 marks a pivotal moment as we consolidate three years of insight and evidence to shape a bold, member-led strategy. At the heart of our approach is a commitment to evidence-based decision-making. We will consolidate the insights gathered from members bringing together findings from the EB Insights Study, the EB Priority Setting Partnership, and the Fortia Insights evaluation of our member services to guide the development of our new three-year strategy, ensuring that every resource is focused on the services that make the greatest difference to our members' lives.

We will continue to grow and deepen member engagement, fostering a stronger sense of community and belonging. Our communications and engagement will be increasingly data-driven, ensuring we respond to what matters most to our members.

We'll also work closely with our colleagues in the Marketing & Communications team to better understand and reach people living with EB who are not yet part of the DEBRA community. We are committed to exploring more meaningful partnerships that both benefit our members and improve the wellbeing of those living with all forms of EB.

Our involvement network will expand, continuing to offer meaningful opportunities for members to shape DEBRA's work. From contributing lived experience stories and participating in research, to influencing strategic planning and strengthening links with our Board of Trustees.



EB Community Support Team (CST)

The EB CST will remain central to our member services, continuing to offer regular welfare calls to new and existing members, attending NHS outreach clinics, maintaining strong engagement with all EB healthcare centres, and providing prompt and remote support via the EB Helpline. The support offered will span key life stages, providing tailored information on education, employment, benefits, social, and healthcare. As our membership grows, we will aim to enhance the support that is available to the EB community. We will do this by developing our partnerships and collaborations, by continuing to develop and deliver the EB Community Support Hospice UK network and by enhancing and raising awareness of the self-help resources that are available to the EB community through our website.

We will also continue to promote patient friendly versions of clinical guidelines for CAIMS and wound care along with wellbeing and respite opportunities at our holiday homes. Ensuring that more people living with EB receive a confirmed genetic diagnosis is another key priority. To support this goal, we will deliver targeted awareness campaigns and establish stronger links with healthcare professionals to promote access to genetic testing.

Our relationships with healthcare professionals - EB specialists / EB Centres, and non-EB specialists such as GPs, dermatologists, podiatrists, and dentists - will be strengthened. This will include delivering tailored journeys for new professionals who join us as DEBRA members and engaging clinicians in areas with high member populations.

Through our events programme we will offer more opportunities for members to connect with us both online and in-person, ensuring accessibility and inclusivity as we expand our events to different locations across the UK.

2026 will be a year of strategic alignment, growth, and impact. Guided by lived experience and driven by data, we will continue to evolve ensuring that every action we take is rooted in what matters most to the EB community.





Research

Our progress in 2025

In 2025 we continued to make progress against our key research objectives as defined in the 2022–2026 DEBRA Research Strategy which guides our efforts toward impactful research that improves the lives of people affected by all forms of EB. Key priorities in the strategy include drug repurposing, patient-centred research, understanding the causes of EB, and investing in the next generation of EB researchers.

Renewed strategic partnerships

We were delighted to renew our strategic partnerships with Fight for Sight, Action Medical Research for Children, and the Medical Research Council. These partnerships will support us in advancing EB research and nurturing the next generation of EB researchers.

Global Research and Health Webinars

We continued to deliver a regular programme of Research & Health webinars that helped engage a worldwide audience of patients and healthcare professionals, fostering knowledge exchange and community engagement.

To watch our webinars, please visit debra.org.uk/webinars

Launch of the “The Science Behind...” series

A new series of member / patient focused factsheets entitled ‘The Science Behind...’ was launched. These factsheets will cover a variety of topics related to EB science and are designed to be accessible educational resource that help the EB community to better understand the science behind EB and related treatments. The first in the series covered how EB therapies work.

Expert advisory engagement

We continued to count on the support of Professor Christopher Griffiths OBE, a globally recognised dermatologist. Chris continued to support us in his role as independent research advisor by providing strategic guidance that helps shape our research agenda and events.



Drug repurposing platform launch

2025 saw the establishment of the world's largest EB drug repurposing platform based here in the UK. This important new partnership made possible with funding from LifeArc will help accelerate the identification of existing medicines that could be safely and effectively used to treat EB.

Pre-clinical project support

During the year we supported one pre-clinical project for epidermolysis bullosa simplex (EBS) which will help lay the foundation for future clinical trials.

Healthcare data collaborations

We continued to develop our partnership with NHS England's National Disease Registration Service to analyse EB healthcare data and extract insights from NHS records to help improve patient care. We hope to be able to share results of this partnership in early 2026.

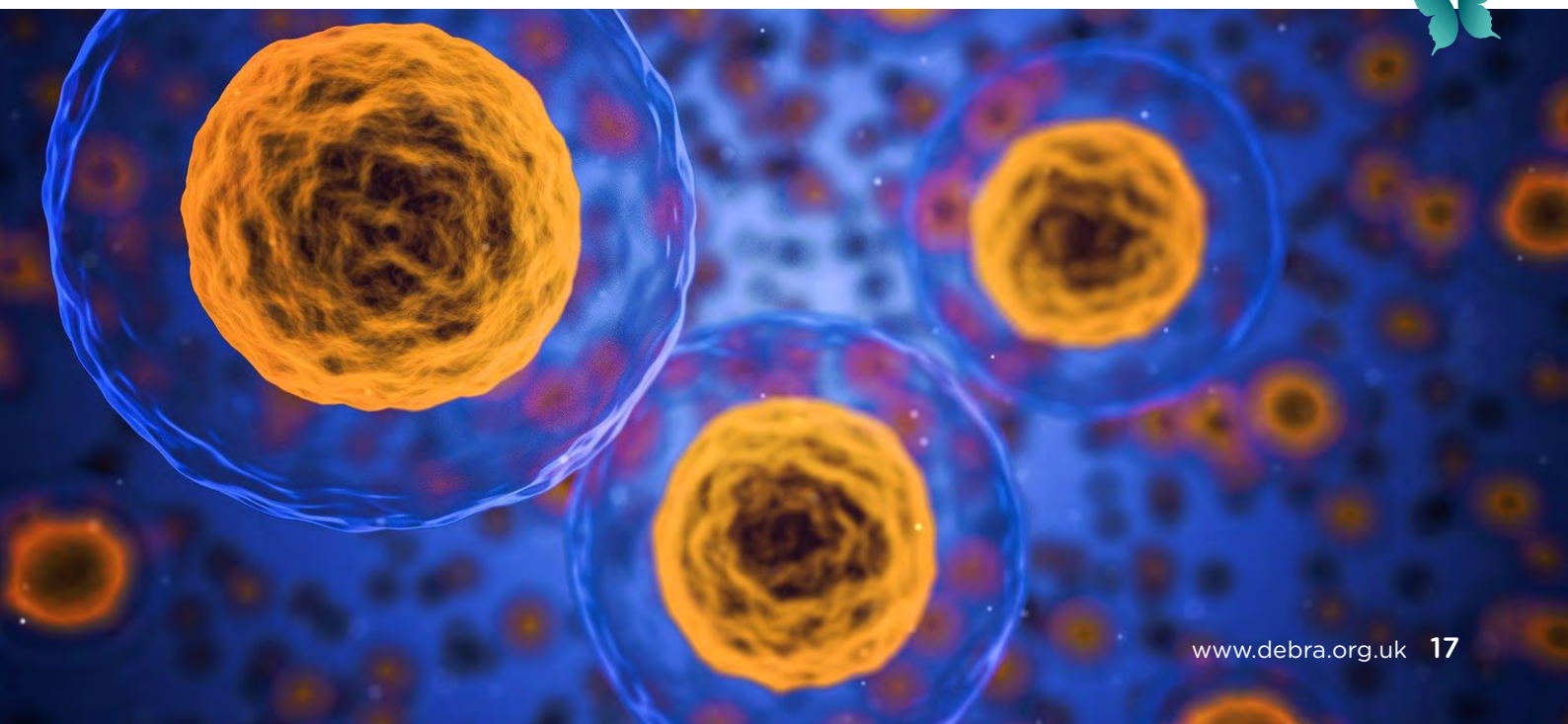
A new collaboration was also established with the University of East Anglia to analyse primary care data, specifically GP data. The aim of this collaboration is to better understand local care provision which will help inform future service improvements for EB patients.

DEBRA led EB session at the European Society of Dermatological Research (ESDR)

In collaboration with the ESDR we successfully delivered the first high-profile session dedicated to EB at an international annual conference. This landmark event not only highlighted cutting-edge EB research but also significantly enhanced the condition's visibility within the global dermatology community. The strong engagement from delegates and the calibre of scientific presentations underscored the value of this collaboration and laid the groundwork for future sessions.

EB PSP (Priority Setting Partnership)

The EB PSP, which followed the James Lind Alliance (JLA) research method, was completed in 2025 and launched at our House of Commons and Scottish Parliament receptions in June and November respectively. This hugely important piece of research has identified and prioritised the research questions that matter most to EB patients, carers, and clinicians across the four main EB types. This will enable DEBRA to align its research investments with the real-world needs of those directly affected by all forms of EB.



Our plans for 2026

In 2026, our research priorities will continue to be shaped by the needs and experiences of the EB community, ensuring that research investments reflect the real-world impacts of people living with all forms of EB, their families and carers. The emphasis remains on a balance between short-term quality of life improvements and long-term advancements toward effective treatments and potential cures.

Expand funding and partnerships

We will increase awareness of our research funding schemes and actively seek new partnerships with both EB and non-EB organisations to maximise the impact of our resources. Renewing and establishing collaborations with research institutions, pharmaceutical companies, and governmental bodies will be central to our growth strategy.

Enhance drug repurposing efforts

We will continue to focus on drug repurposing, leveraging our current projects that are focused on all forms of EB to advance towards clinical trials.

Strengthen grant review processes

Our Scientific Grant Advisory Panel and the Lived Experience Group will continue to play a pivotal role in determining which research projects receive funding. Their combined expertise, both scientific and experiential, will ensure a robust, patient-centred selection process. We will also ensure that special attention is given to supporting early-career researchers and fostering a new generation of EB-focused scientists.

Secure support for clinical trials and treatment approval

We will work closely with the pharmaceutical industry and regulatory bodies such as the National Institute for Health and Care Excellence (NICE) to push for the UK approval of effective treatments for all forms of EB. Strengthening these relationships and ensuring a clear pathway for drug approval will be key to delivering new therapies to patients.

Educational and outreach initiatives

One of our major goals in 2026 is to improve communication within the global EB research community. To achieve this, we will develop more content including podcasts, blogs, and videos to share research updates, insights, and success stories. These efforts will target both the EB community and the wider research ecosystem to raise awareness and drive engagement.

We will also continue to attend global conferences to raise our profile and foster the connections we need with researchers, pharmaceutical companies, and other relevant organisations. This increased visibility will help attract top-tier research talent and resources to the cause.

EB Taskforce

The DEBRA EB Taskforce is a brand new workshop that we will deliver in 2026. It will be a focused, two-day programme that will bring together 20 to 25 of the world's foremost experts in dermatology and related disciplines, plus representatives from the pharmaceutical industry to envision the future of EB research in 2035 and the key steps required to achieve said vision.

These will be actionable outcomes, including a targeted grant call for research proposals informed by the insights and discussions from the workshop. This hugely important event will serve as a catalyst for more focused research initiatives aimed at accelerating the development of affordable treatments that are accessible through healthcare systems such as the NHS, and which can significantly improve quality of life for people living with all forms of EB.

Data and healthcare research

Our collaboration with NHS England's National Disease Registration Service and the British Association of Dermatologists (BAD) will extend into 2026. There will be a continued focus on mapping the healthcare landscape for EB patients, identifying gaps in care, analysing emerging healthcare trends, and generating actionable insights to inform future healthcare policies and research priorities for EB.

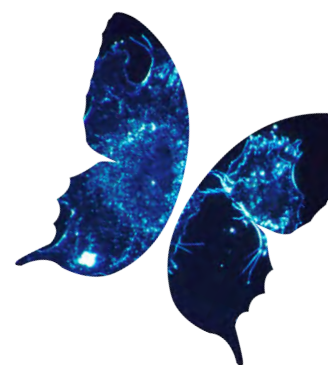
We will also continue to partner with the University of East Anglia on the analysis of GP data to gain deeper insights into local care provision for EB patients. This work will enhance understanding of the epidemiology and comorbidities (multiple illnesses or conditions existing in the same person at the same time) associated with EB. This will help inform what service improvements are needed to ensure that care delivery is better aligned with patient needs at the community level.

Global EB atlas

Our ambition is to create a global online EB atlas. This transformative long-term project aims to enhance understanding of EB and its multifaceted impacts on individuals and society by providing comprehensive, open access information on the epidemiology of EB across the globe. This initiative will facilitate better research, healthcare strategies, and patient care for all those affected by EB around the world. It further reflects our commitment to driving innovation and global collaboration in EB research.

Next generation of EB researchers

We will continue to invest in the next generation of researchers through our PhD studentships and support for early-career scientists. By fostering this talent, we can build a sustainable research community that is dedicated to finding solutions for EB. The goal is to empower early career researchers to set up their own labs, develop innovative research proposals, and pursue novel approaches to tackling EB.



Fundraising

Our progress in 2025

Thank you to everyone who supported our fundraising efforts throughout the year. We had a series of extremely successful campaigns and events that included DEBRA Vice President, Graeme Souness, and Team DEBRA once again swimming the English Channel. This time though it was double the distance for EB, to France and back! Thank you also to our President, Simon Weston CBE, who helped promote the swim challenge.

The team managed to swim over 60 miles in under 24 hours, an amazing feat of endurance which helped ensure that their fundraising page on Give as You Live attracted a significant amount of attention. This latest challenge raised **£1.014 million** and Graeme's appearances on BBC and ITV also generated much-needed awareness of EB, DEBRA, and the important work we do.

Impact newsletters

The Impact newsletters that we mailed out to our supporters featured stories about several of our members, the daily challenges they face from living with EB, and how DEBRA helps them. The newsletters not only helped ensure that members are aware of the impact of their support, but they also generated over **£50k** in donations. To quote a dad whose 3-year-old son has EB:

“DEBRA couldn't support families like mine without your help, so we'd like to say a big thank you”.



Kilimanjaro

A group of 40 intrepid supporters took part in the mighty Mount Kilimanjaro trek in October. Collectively they raised over **£100,000**. Members of the group included several people with personal lived experience of EB. These personal experiences inspired the whole team to complete the trek to the highest peak in Africa!

An Evening with Sir Alex Ferguson

Thanks to the magnificent support of our corporate partner, Peninsula Services, and The Sporting Club, we were able to stage a dinner at the Hilton Hotel in Manchester in July. Graeme Souness was joined by Sir Alex Ferguson and a host of other greats from the football world including Martin O'Neil, Sam Allardyce, Peter Reid and Nicky Butt. Although there was a lot of banter and jokes it was also an emotional night, especially when Graeme was joined by DEBRA member and Ambassador Lucy Beale-Lott, who has Recessive Dystrophic EB. Lucy was an inspiration to the audience, and the event raised over **£200,000**.

Great Chefs Dinner

DEBRA Ambassador Michel Roux Jr and the culinary team at The Langham were joined by 3-star Michelin award winning chef, Clare Smyth, for the 10th annual Great Chefs Dinner. A mouth-watering menu was presented to 230 guests and supporters of the charity at The Langham's Grand Ballroom in September. The event raised **£250,000**, a record amount and one that befitted such an auspicious occasion. Michel and The Langham have already confirmed that an 11th Great Chefs Dinner will be held on Monday 28 September 2026.

The Gifts in Wills Guide

We launched our new Gifts in Wills Guide in October to provide a simple outline that illustrates the importance and ease of leaving a lasting gift to DEBRA. Over the last four years the income received from legacies has helped fund over **20%** of our charitable output. This shows the vital importance of this income stream.

Thanks to the dedicated support of our Royal Patron, our President, Simon Weston, and our Vice Presidents, Frank Warren, Graeme Souness, Lenore England, and Stuart Procter, we have continued to grow the philanthropic interest in supporting the charity. This has led to an increase in the number of personal grants of significant size to DEBRA.

Our DEBRA ambassadors - Emma Dodds, Scott Brown, Michel Roux, Steve Rider, John Williams, Mark Moring, Simon Davies, Claude Brown, Laurence Blunt, Jon Isaacs, Fazeel Irfan, Lucy Beal Lott, Vie Portland, Isla Grist, Erin Ward, Kate White, Lisa Irvine, Grace Fincham, Dr Anna Martinez, Professor Gareth Inman and Professor John McGrath - helped us to grow awareness of the charity, enhance our fundraising capabilities, and enable us to put on some incredible events throughout the year. We thank them for their continued support of the charity.



Our plans for 2026

We have set an ambitious financial target for 2026 that reflects the aims of the wider charity. We have significantly increased the income derived from fundraising and we want to continue this trend. Thousands of people come into direct contact with DEBRA on an annual basis - predominantly at our events and in our stores. Even more people hear about the condition and the charity thanks to the awareness driven by the likes of Graeme Souness. Each of these presents an opportunity for us to engage with people about the importance of them getting involved to help us to do more for the EB community.

We will use every opportunity to grow each of our income streams - major funders, regular givers, event attendees, lottery players, companies that support us, people who undertake challenges to raise money and people who leave gifts in their wills.

Retail

Our progress in 2025

Despite the challenges we faced throughout the year, disciplined cost control helped ensure we remained on track to deliver the budgeted net income, inclusive of M&A costs, by year-end.

Retail management restructure

The retail management team restructure was completed in April and reduced the number of Area Manager roles from six to four. This was a strategic move that helped realign the store numbers per Area Manager improving geographical efficiencies, enhancing accountability across the estate, and reducing unnecessary cost.

We also appointed a new Area Manager in the Wessex and West Area which has already led to an uplift in sales and addressed the previous underperformance in that region linked to limited management visibility.

Operational excellence and consistency

In May we held a series of Retail Roadshows. These events brought our store managers together to share ideas and best practice, and it also saw the introduction of a new 'One Best Way' approach designed to drive operational consistency across all our stores. These sessions were supported with:

- New merchandising guides tailored to four distinct store profiles.
- Toolkits for Furniture, and Stock Generation which aim to empower stores to generate local corporate donations.
- Clearly defined roles and responsibilities, ensuring operational clarity and accountability at all levels.

Income generation

Like-for-like Donated Goods Sales (DGS) experienced a temporary dip in Q3, primarily due to ad hoc store closures and regional challenges in the Wessex & West Area. In response to this we streamlined the onboarding process to reduce store downtime and implemented a more rigorous absence management approach to help ensure greater operational continuity and resilience.

Additional training for all retail colleagues also played a pivotal role in the improved performance of Gift Aid compared to the previous year.

Online retail, supported by automation and AI tools, has delivered marginal like for like growth. Bought-in-Goods however achieved good year-on-year growth and its annual budget. This was bolstered by the introduction of a dedicated internal stock depot at our Merrow store which allowed us to work with new suppliers who were previously unable to partner with us as they have restrictions around shipping to individual stores. These new partnerships have enabled us to expand our product ranges and offer clearance bargains to customers.

All our stores now accept the Charity Shop Gift Card which has helped unlock an additional income stream through redemptions funded by local government and support agencies.

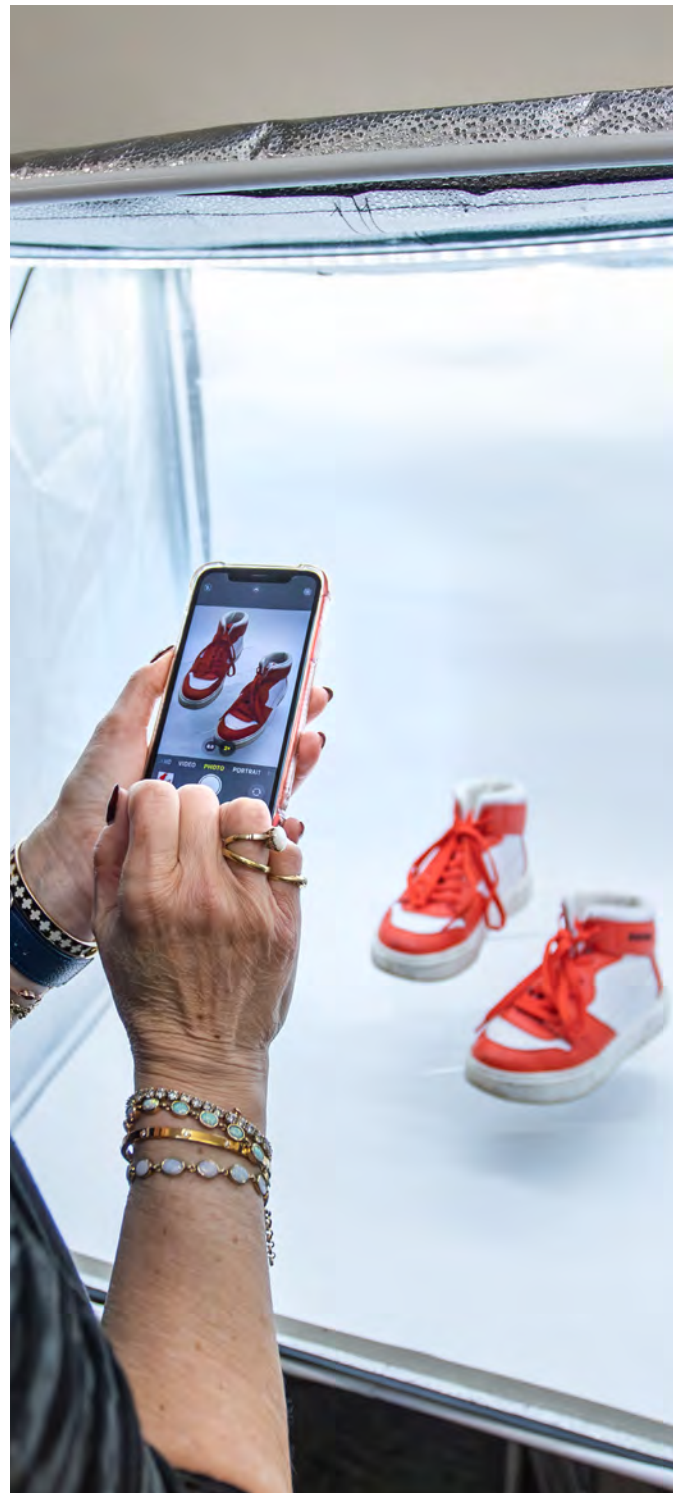
Digital innovation and automation

To reduce the operational burden of online selling and to enhance efficiency, several AI-driven automations were introduced including AI listing tools that enabled our stores to create optimised eBay listings from a single image, saving valuable time. Automated eBay promotions have also helped improve listing visibility and have driven sales. AI also now handles the high volume of customer messages we receive which helped improve our eBay feedback rating from 98.4% to 99.4%.

Additionally, the implementation of the Retail Power BI dashboard provided real-time visibility of retail KPIs, which enabled more agile decision making and performance management across the portfolio.

Volunteer and community engagement

Despite store closures, volunteer numbers remained stable. This was supported by new processes aimed at converting interest into firm commitment. One of these improvements was the volunteering team taking on responsibility from the individual stores for organising volunteer taster sessions.





Thank you
Merrow

Our plans for 2026

Driving income growth

We will focus on increasing income across DGS, GiftAid, online, and bought-in-goods by continued performance tracking and delivering a hub and spoke distribution model to ensure consistent stock flow.

We will aim to grow the value and volume of corporate partnerships, with a target of securing at least 10 new collaborations in the year.

We will continue to grow on online sales and our online operations as we look at sales in dedicated areas such as jewellery, fine art and furniture to maximise sales on specialist websites as well as eBay.

Improving operational effectiveness

We will continue to refine team structures and responsibilities to ensure every colleague understands their role and accountabilities in delivering results. By reducing administrative burdens on Store and Area Managers, we will free up capacity for leadership and frontline engagement.

Securing financial resilience

Maintaining financial stability remains our key priority and to achieve this we will continue to implement robust cost controls, regularly review store performance, and make strategic decisions to exit or transform underperforming locations. New retail concepts, including events and seasonal campaigns, will be launched to diversify income and generate additional net contribution, and revised store contributions will ensure each location covers its overheads and delivers a surplus, supporting long-term sustainability.

Enhancing Performance Management

All stores will be assessed using a structured performance banding model, with clear expectations for improvement or exit where necessary. We will monitor progress against quarterly targets across all income streams to ensure delivery of our 2026 financial plan.

Building product expertise and online capability

To strengthen our online proposition, we will expand training for store teams to develop category-specific expertise, improving listing quality and average selling prices. We aim to increase store listing participation from 70% to 80% and we will also explore opportunities to extend our reach by selling on additional online platforms.

Our target in 2026 is for bought-in-goods to contribute at least 3% of online sales.

Investing in people, marketing, and community engagement

We will continue to deliver a comprehensive training programme through the DEBRA Academy to support colleague development. Updated volunteer materials and targeted recruitment will aim to grow volunteer hours by 10% year-on-year.

Our marketing focus will include continuing to deliver local campaigns that support store specific objectives, e.g., volunteer recruitment, footfall, or furniture collections, and activity that helps us engage with a new, younger audience including more influencer collaborations and a dedicated content plan for TikTok.

We will also aim to engage more with local communities through events like the Classic Car Boot Sale and we will further collaborate with the Member Services team to help ensure our stores are welcoming spaces that reflect our cause, and our store colleagues and volunteers are equipped with sufficient knowledge to confidently talk about our mission and the difference we make for the EB community.

Media exposure

DEBRA was once again in the public eye in 2025.

The latest fundraising challenge led by Graeme Souness helped generate significant media interest including interview slots with BBC Breakfast, ITV's Good Morning Britain and Sky News.

Further media exposure was also generated through our 'EB in the summer' campaign and from media interviews in support of the Kilimanjaro challenge.

These media slots helped further raise awareness of EB and DEBRA and directly drove donations.

Awareness raising with healthcare professionals

To help increase awareness and understanding of EB with healthcare professionals (HCPs), particularly GPs and dermatologists, we launched the first EB CPD (continuous professional development) module in March, which was developed in collaboration with GPs and EB clinicians.

The module, which is hosted on leading HCP training platform, NB Medical, aims to help HCPs identify the symptoms of all forms of EB which we hope will in turn help drive diagnoses and referral to the NHS specialist EB healthcare support.



Our plans for 2026

Member recruitment

We will build on the work started in 2025 and in 2026 deliver an annual programme of paid Google advertising specifically designed to drive member recruitment. This will be supported by other member recruitment activity including peer to peer member referral schemes, digital PR, and partnership marketing activity through partners including Bullen.

New brand campaign

We will launch a new, long-term brand campaign early in 2026. This will build on the success of the previous 'A Life Free of Pain' and 'BE the difference for EB' campaigns and effectively communicate the realities of living with EB and provide compelling reasons for existing and new audiences to support the charity.

Media exposure

We will capitalise on the interest that the new fundraising challenge led by Graeme Souness (and hopefully friends!) will create by further developing the existing media relationships we have with the BBC and ITV whilst seeking new media partnerships.

We will also seek to secure new celebrity supporters and trial working with influencers to help extend our reach and engage a new, younger audience.

In 2026 we will also trial a programme of direct response TV advertising supported by a paid social media campaign. The objective of this activity is to, as a minimum, be cost neutral and effective in increasing awareness of EB and DEBRA but we also expect it to deliver revenue and supporter growth.

For more consistent awareness throughout the year we will shift our focus away from specific media campaigns, including the type we have done on the radio in recent years, and instead partner with a PR agency on a retained basis to deliver EB / DEBRA related coverage throughout the year with the objective of securing a minimum of one news announcement (shared via multiple outlets) every month.

We will pursue all opportunities for an EB related documentary, leveraging clinical trials as a potential opportunity for a 'day in the life' style documentary on EB and the pursuit for effective treatments.

Awareness raising with healthcare professionals

To drive awareness of EB and to encourage diagnoses and patient referral to specialist EB healthcare, we will continue to promote the EB CPD module to healthcare professionals, particularly GPs and dermatologists. We will also ensure that EB / DEBRA related content is visible on the educational platforms that GPs and dermatologists use most and we will also explore opportunities to get information about EB embedded into general dermatology training courses and other GP focused dermatology training courses.



Our people

Our progress in 2025

Leadership and talent development

In 2025, the DEBRA Academy continued to play a pivotal role in strengthening our leadership and management capability across the charity. Over 150 colleagues participated in a structured programme of workshops focused on strategic leadership, financial acumen, and team performance.

Complementing this, many of our colleagues are also receiving tailored, face-to-face leadership coaching. These one-to-one sessions help to deepen leadership effectiveness, enhance self-awareness, and embed learning into everyday practice, supporting leaders in navigating complex challenges and driving impact.

To further reinforce our organisational resilience and succession planning, we initiated a series of Talent Reviews across all directorates. These reviews enabled us to identify high-potential individuals, assess current and future capability needs, and implement targeted development pathways such as Personal Development Plans and Apprenticeships. This strategic approach is building a strong internal talent pipeline, reducing dependency on external recruitment, and supporting our commitment to growing careers from within.

Culture

Recognising that a strong, inclusive culture is fundamental to our success, we continued to prioritise colleague engagement throughout 2025. Two organisation-wide surveys were conducted via the Empowered Engagement platform. These surveys provided valuable insights into how our people experience the workplace.

The results from both surveys highlighted strong levels of engagement, a deep sense of purpose, and a growing confidence in leadership. These findings affirm the progress we are making in shaping a culture where colleagues feel valued,

supported, and empowered to contribute. This feedback is also actively informing our cultural priorities and shaping targeted action plans. This data-driven approach ensures we remain responsive to colleague needs while fostering a workplace environment that supports wellbeing, inclusion, and high performance.

Colleague wellbeing

As part of our continued commitment to colleague wellbeing, in 2025 we launched a new series of Wellbeing Workshops aimed at fostering personal resilience, supporting mental health, and promoting overall wellbeing in the workplace. The inaugural session, Nourish to Flourish, introduced the series with a focus on the link between physical nourishment and emotional vitality, encouraging colleagues to reflect on their wellbeing habits and adopt sustainable, impactful changes.

Embedding culture in performance

The 'What & How' framework was introduced as part of a refreshed approach to performance management. This new model recognises that true success is measured not only by what is achieved but also by how it is delivered, ensuring that outcomes are aligned with our organisational values and culture.

2025 was intended to be a soft launch of the framework, allowing us to embed a more balanced, values-driven perspective on performance while maintaining a strong focus on results. By introducing the framework gradually, we have encouraged behaviours that reflect our culture and strengthened accountability across the organisation. Early feedback has been positive, demonstrating strong engagement and understanding among colleagues. This phased approach provides a solid foundation for a full rollout in 2026, ensuring that future performance conversations consistently recognise both achievement and the way it is delivered.





Our plans for 2026

Internal and external talent development

In 2026, we will strengthen our people strategy through a series of initiatives designed to enhance organisational capability and colleague experience. We will enhance our recruitment process through the implementation of a new Applicant Tracking System, this will help improve efficiency, consistency, and the overall candidate experience. To build organisational resilience, we will continue structured succession planning and talent reviews, identifying high-potential colleagues and critical roles to ensure future capability and reduce reliance on external recruitment.

Development opportunities will be expanded through the introduction of a structured mentoring programme, and we will enhance the induction process for our colleagues to help support their career progression and engagement with the charity and our cause.

A balanced approach to performance: what we achieve and how we deliver

Our performance framework will evolve to provide greater clarity, accountability, and behavioural excellence across the organisation. This will involve clearly defining 'what' needs to be achieved, through measurable objectives aligned to organisational priorities, and 'how' those objectives should be delivered, by embedding our values and expected behaviours into every aspect of performance management.

The updated framework will introduce structured goal setting, regular check-ins, and a stronger emphasis on continuous feedback, ensuring colleagues have the guidance and support they need to succeed. Recognition will be integrated as a core component, celebrating both results and behaviours that reflect our culture. By balancing outcomes with the way they are achieved, we will foster a high-performance culture that drives results while reinforcing collaboration, integrity, and inclusion.

Colleague development

We will continue to empower colleagues to perform at their best by advancing Phase 3 of the DEBRA Academy. This next phase will focus on enhancing essential soft skills such as communication, collaboration, adaptability, and emotional intelligence, capabilities that are critical for effective leadership and high-performing teams.

Through a combination of interactive workshops, practical learning experiences, and personalised development support, we aim to equip colleagues with the tools and confidence to navigate complex challenges, strengthen relationships, and deliver exceptional outcomes. By investing in these core skills, we are building a resilient, agile workforce that can thrive in an evolving environment and drive us to achieve our mission.

Colleague wellbeing

We will expand upon the Wellbeing Workshops that we established in 2025 with a comprehensive programme of workshops tailored to both office and retail colleagues, ensuring inclusive access to wellbeing support across the organisation.

Culture

We will remain committed to strengthening our organisational culture and colleague experience through a series of initiatives focused on engagement, wellbeing, inclusion, and values. We will continue to gather colleague feedback twice a year to assess how well the working environment reflects DEBRA's values and supports recognition, using the results to identify opportunities for improvement and inform targeted actions.

To promote a positive and supportive workplace, we will equip colleagues with practical tools and knowledge to manage their wellbeing, reduce stress, and build resilience by expanding our wellbeing workshops, ensuring that wellbeing remains a core part of our people strategy.

Finally, we will refine and refresh the DEBRA values through an internal campaign supported by colleagues, volunteers, and our members, reinforcing a shared sense of purpose and alignment across the organisation.



Our Environmental, Social, and Governance (ESG) journey

Our progress in 2025

Environment

During 2025 we worked on several initiatives that will help reduce our impact on the environment. These included responding to the loss of our external book recycling provider with the launch of an innovative new project that involves shredding unsold books to create compostable packaging for our eBay sales. We also switched supply to an eco-friendly brand of cleaning products across our entire retail estate. The cleaning products we are using now are made from natural, plant-based formulas in the UK with a zero-waste supply chain.

We also continued to improve the energy efficiency of our stores with the further roll out of energy-efficient LED lighting solutions to replace existing fluorescent and halogen light bulbs.

Social

Throughout 2025, we continued to develop our teams through the DEBRA academy.

Four cohorts of our colleagues engaged in immersive workshops designed to build essential leadership and collaboration skills. Topics spanned critical areas such as effective communication, high-performing teamwork, strategic problem-solving, and the art of coaching, empowering participants to lead with confidence and drive meaningful results. The academy programme also included personalised coaching, designed to unlock individual potential and accelerate growth. Participants benefited from one-to-one coaching sessions that provided a safe, supportive space to reflect, set goals, and overcome challenges. This tailored approach ensured that the learning wasn't just theoretical and it helped colleagues build confidence and apply new skills in real-world scenarios.

Health and Wellbeing

To help ensure health and wellbeing remains at the heart of our culture we gave our people access to a new assistance programme provided by Health Assured. Through this our colleagues and volunteers can access expert guidance and resources, whenever they need them to help with life's challenges. We also delivered engaging wellbeing workshops that promoted resilience and self-care, alongside a network of trained Mental Health First Aiders who are on hand to provide immediate, empathetic support whenever it's needed.

Recognising the importance of inclusive health conversations, we also introduced a dedicated focus on menopause awareness, creating safe spaces for dialogue, education, and understanding. Together, these initiatives reflect our commitment to fostering a workplace where wellbeing is prioritised and every individual feels valued and cared for.

Equity, Diversity, and Inclusion (EDI)

EDI remains a central pillar of our culture and in 2025 we continued to champion awareness and understanding through initiatives that celebrate individuality and foster belonging. This included our flagship event, J-EDI, a month-long celebration every January, that is dedicated to amplifying voices and promoting inclusive practices across the whole organisation.

Throughout the year, we reinforced this commitment with focused campaigns including Pride, Mental Health Awareness Week, and Black History Month. These initiatives helped to create meaningful opportunities for education and engagement across the whole organisation.

As a Disability Confident Employer, we actively work to remove barriers and ensure accessibility for all. Our EDI Working Group continues to play a vital role in shaping strategy and driving progress, ensuring that inclusion is embedded in everything we do. Together, these efforts reflect our belief that diversity is a strength, and inclusion is a responsibility, helping build a workplace where everyone feels respected, valued, and empowered to thrive.

Governance

Governance at DEBRA is embedded in our policies, our annual action plans, and through board-level oversight which continues to focus on improvement and transparency. In 2025 we strengthened our board with the appointment of several new trustees who have each brought new skills, experiences, and perspectives into the organisation. We are also proud to maintain a board with no less than 50% of trustees either having EB themselves or having a close family member or partner with EB. This helps ensure the needs of the EB community always remain at the heart of our plans.



Our plans for 2026

Environment

Our Estates strategy will continue to focus on rigorous cost control and supplier collaboration to identify further savings while maintaining compliance. We will prioritise further reducing waste and energy consumption to minimise expenditure. We will develop a blueprint for the ideal store across each of our propositions. This will ensure our estate remains fit for purpose. The hub-and-spoke cluster model will also be refined to enhance operational efficiency.

Social

We will continue to empower colleagues to perform at their best by advancing Phase 3 of the DEBRA Academy. This next phase will focus on enhancing essential soft skills such as communication, collaboration, adaptability, and emotional intelligence, capabilities that are critical for effective leadership and high-performing teams.

Through a combination of interactive workshops, practical learning experiences, and personalised development support, we aim to equip colleagues with the tools and confidence to navigate complex challenges, strengthen relationships, and deliver exceptional outcomes. By investing in these core skills, we are building a resilient, agile workforce that can thrive in an evolving environment and drive us to achieve our mission.

Health and Wellbeing

We will expand upon the Wellbeing Workshops that we established in 2025 with a comprehensive programme of workshops tailored to both office and retail colleagues, ensuring inclusive access to wellbeing support across the organisation.

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To promote a positive and supportive workplace, we will equip colleagues with practical tools and knowledge to manage their wellbeing, reduce stress, and build resilience by expanding our wellbeing workshops, ensuring that wellbeing remains a core part of our people strategy.

Finally, we will re-launch the DEBRA values through an internal campaign supported by colleagues, volunteers, and our members, reinforcing a shared sense of purpose and alignment across the organisation.



Thank you for making a difference

We would like to express our sincere thanks to everyone who supported DEBRA in 2025, whether you donated, took on a fundraising challenge, shared your story to help raise awareness of EB, joined an event, supported our shops, played our lottery, left a gift in your will, or volunteered for us. We couldn't have done it without you.

We are also extremely grateful for the continued support of our Royal Patron, our President, Vice Presidents, Ambassadors, and our Advisor.

Our Patron, President, Vice Presidents

HRH The Duchess of Edinburgh GCVO

Simon Weston CBE

Graeme Souness CBE

Lenore England

Frank Warren

Stuart Procter



Our Ambassadors:

Michel Roux

Jon Isaacs

Emma Dodds

Laurence Blunt

Scott Brown

Lucy Beall

Steve Rider

Vie Portland

John Williams MBE

Fazeel Irfan

Dr Anna Martinez

Isla Grist

Professor Gareth Inman

Erin Ward

Professor John McGrath

Kate White

Mark Moring

Grace Fincham

Claude Brown

Lisa Irvine

Simon Davies

Our independent advisor:

Professor Chris Griffiths OBE

Trusts and foundations

The Ashwater Fund

Bill Brown's 1989 Charitable Trust

Blue Skies Charitable Trust

The Brothers Trust

Buck Family Foundation

The Michael Cornish Charitable Trust

The Dorus Trust

The Dyers Company

Edward Cadbury Charitable Trust

Forest Hill Charitable Trust

Gennets Charitable Trust

Gilbert and Eileen Edgar Foundation

The Hospital Saturday Fund

Innes Family Charitable Trust

John Cowan Foundation

Joseph Strong Frazer Trust

The Christopher Laing Foundation

The Lennox Trust

Mabs Mardulyn Charitable Trust

Manson Family Trust

Marconi (Chelmsford) Employees Fund

The George A Moore Foundation

N Sethia Foundation

Nunes Flavia Chari Nunes Charitable Trust

Riada Trust

The Ripley Trust

Sir Iain Stewart Foundation

Skipasund Foundation

The Verdon-Smith Family Charitable Trust

VTCT Foundation

The Webb Kingpin Foundation

Michael and Anna Wix Trust

Charity overview, objectives & public benefit

Financial review

We spent £3.9m on charitable activities in 2025, compared with £3.8m in 2024, a 2% increase. New research commitments reduced from £1.1m to £1.0m, while spend on healthcare, community support and respite increased from £2.8m to £2.9m.

There was net income from the retail operation of £0.7m (2024: loss of £0.2m). Overall net fundraising income was £3.3m in 2025 (2024: £3.5m).

The surplus for the year was £0.08m, compared with a £0.38m deficit in 2024. This was in line with our budget expectations.

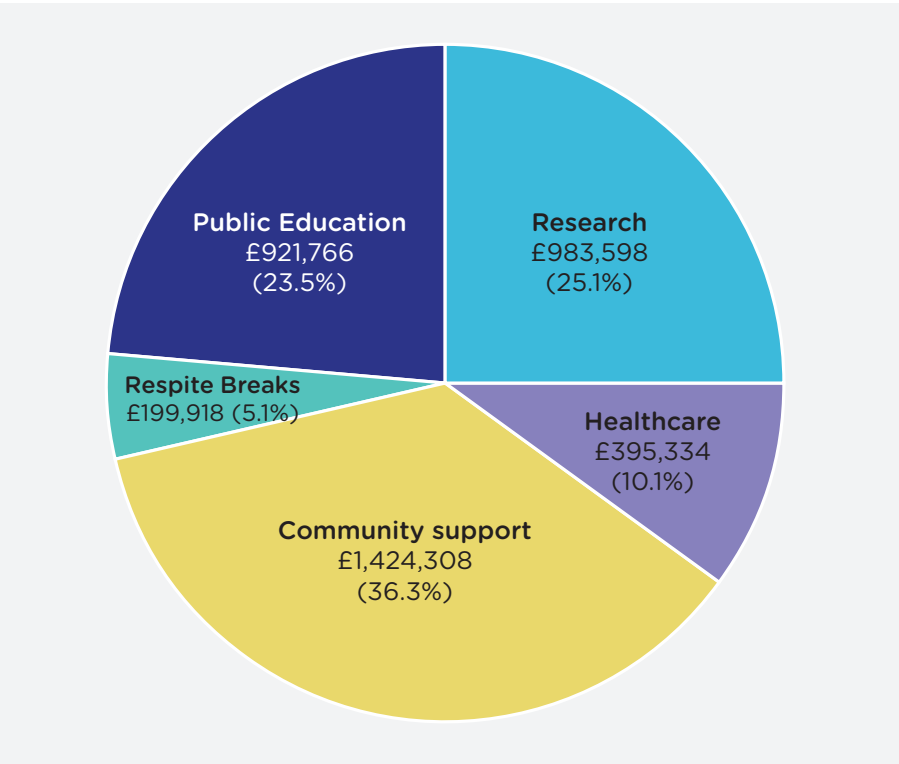
Summary

Table 3 summarises the highlights of our financial performance over the last five years. Gross income was £17.6m in 2025 (2024: £18.2m).

Non-trading gross income was £5.3m, a 9% decrease from £5.8m in 2024. This includes income from donations, corporate support, trusts and community events.

Total retail income achieved through the shops (including Retail Gift Aid, commission and donations received in the shops) was £12.0m (2024: £12.5m).

Charitable expenditure (£)



Charity overview, objectives & public benefit

Table 3: Financial KPI summary

	2025 £'000	2024 £'000	2023 £'000	2022 £'000	2021 £'000
Gross income	17,633	18,176	18,228	16,421	13,317
Non-trading income	5,290	5,833	5,681	4,017	4,663
Net trading income	(34)	(1,218)	(758)	(196)	(1,299)
Net retail income including government pandemic support, retail Gift Aid, commission and donations in shops	669	(189)	107	654	1,689
Non-trading fundraising costs	998	882	861	699	662
Charitable expenditure	3,925	3,843	4,396	2,640	1,885
Retained surplus/(deficit)	83	(381)	(663)	452	817
Retained surplus/(deficit) as a % of income	0.5%	(2)%	(4)%	3%	6%
Net current assets	2,737	2,622	3,250	3,333	3,124
Unrestricted reserves	2,672	2,822	3,167	3,763	4,050
Grants payable within 1 year	1,920	2,303	1,922	2,019	2,237

The charity's fixed assets comprise the premises and equipment required to operate trading activities; premises, furniture and equipment required to operate the charity's offices; and seven holiday homes held for the use of those affected by EB. The rest of the charity's assets are held to promote the purposes of the charity through its support services and research programmes.

Reserves policy

DEBRA holds reserves to ensure the charity is able to continue supporting its beneficiaries and as a buffer for short term cash flow needs.

Cash-backed free reserves are calculated by subtracting fixed assets from unrestricted reserves and adding back 50% of unrestricted freehold and long leasehold property. This is the value that could be readily mortgaged, thus representing reserves that can be accessed relatively quickly.

The trustees' reserves policy in 2025 was to maintain minimum cash-backed free reserves at £1.4m, to which the charity adhered. Maintaining the high levels of retail income has been a challenge but this has been offset by a significant increase in fundraising income. The minimum reserves figure is set to cover six month's rent plus one month of other costs. The trustees conducted a thorough review of the reserves policy in 2025, reviewing performance criteria in the light of the economic situation. The trustees' aim is to grow cash-backed free reserves in line with planned growth fundraising and recovery of retail operations.

Charity overview, objectives & public benefit

Funds

The majority of our funds are unrestricted in application and are held in general and designated funds. Where funds are received that are restricted in their application to specific purposes or activities, these are held in a restricted fund. Details of restricted funds and designated funds are set out in Note 18 of the Financial Statements.

Total reserves at the end of 2025 were £3.3m. Cash-backed free reserves after designations were £1.4m with £1.2m of remaining free reserves giving total general funds of £2.6m. There were £0.1m of designations which gives a total of £2.7m of unrestricted funds.

The trustees are satisfied that there are sufficient cash balances to meet legal commitments as they fall due.

Restricted funds

Restricted funds were £617k. This comprises £53k for community support and healthcare activities and £564k for respite breaks.

The respite funds were raised to support the purchase of new holiday homes, and the upkeep thereof, giving much needed respite to EB patients and families, which will reduce as the homes are depreciated. Funds were also raised to assist with the provision of family stays at DEBRA holiday homes.

Asset cover for funds

Note 19 sets out an analysis of the assets attributable to the various funds. These assets are sufficient to meet the charity's obligations on a fund-by-fund basis.

Investment policy

Trustees are authorised under the Articles of Association to invest any monies not immediately required for its objects in or upon such investments, securities or properties as may be thought fit. We aim to apply our income in support of our charitable objectives, and further investment is considered as an interim measure in respect of as yet uncommitted cash surpluses. All investment activities involve risk and reward, and the policy is to achieve a satisfactory return whilst minimising risk. £1.0m is held in fixed term deposits with HSBC.

Expenses policy

We have expenses policies for both staff and trustees and a PAYE dispensation in place. Expenses that have necessarily been incurred by staff and trustees in performance of their duties are recoverable from DEBRA. Expenses will only be reimbursed if they meet the following criteria:

- no personal benefit could be derived from the expenditure by the employee concerned;
- the expenditure is reasonable and represents only additional costs to those that would normally arise on a personal basis;
- there is a clear charity justification for the costs; and
- the expenditure does not represent a form of payment to a third party for work undertaken on our behalf.

Any expenses that do not meet the criteria above are regarded as a benefit by HMRC and as a matter of policy we do not reimburse such expenses.

Charity overview, objectives & public benefit

Related parties

DEBRA has a 100% beneficial interest in DEBRA Trading Ltd, whose principal activities in 2025 were a house clearance service and sales of new goods in our charity shops. Other activities include miscellaneous nonprimary purpose trading undertaken by the charity. For information, the company's results are shown separately in Note 12 of the Financial Statements.

Principal risks and uncertainties

The trustees have established a register for all identified major strategic, business and operational risks identified by them to which the charity is exposed and confirm that these have been reviewed regularly during the year by the Finance, Risk and Audit Committee (as well as annually by the Board of Trustees) and that systems and procedures have been established to manage these risks. The initial responsibility for managing risk lies with the executive, prior to review by the trustees.

Internal audit

RSM are appointed as internal auditors. Audits of Research, Member Services, Retail, and Financial Controls took place in 2025 and recommended actions are being implemented by management. In 2026 audits of Safeguarding, Cyber Security, Health & Safety and Financial Controls will take place.

A summary extract of the higher risks from our risk register is listed in Table 4 below, including the countermeasures (actions in place to reduce likelihood of the risk) and assurances (how the effectiveness of the countermeasures is determined). DEBRA as an organisation is very proactive in its management of risk, instilling a culture of recognition, ownership and tolerance level for each risk identified.

See Table 4: DEBRA's major risks.

Table 4: Summary Extract from DEBRA's Risk Register

Risk	Cause & Effect	Controls
Inability to achieve fundraising goals	Loss of significant amounts of income leading to inability to meet charitable objectives / over-reliance on a small number of donors / supporters for significant funding.	■ Diversity of fundraising activities ■ Review by Fundraising and Communications Committee ■ Regular contact with key supporters ■ Maintain multiple points of contact ■ Records of significant communication kept ■ Regular reporting on key relationships ■ Robust budgeting process
Failure of retail management to respond to changing face of retail and inability to generate sufficient contribution	Poor trading locations or lack of attention to alternative income streams such as online, leading to loss of significant amounts of income leading to inability to meet charitable objectives.	■ Implement regular strategic reviews to assess progress against key performance indicators (KPIs) ■ Ensure that any necessary adjustment to business strategies are identified early ■ Monitor KPIs related to sales growth, customer satisfaction, online engagement, and operational efficiency. ■ Establish benchmarks for the KPIs and implement corrective actions if performance deviates from targets. ■ Monitor potential external and internal factors that could impact retail performance.

Charity overview, objectives & public benefit

Risk	Cause & Effect	Controls
Major Virus epidemic or pandemic and resulting Government containment actions	Shop closures leading to loss of retail income and staff and potential inability to make payments as they fall due. Could lead to inability to continue meeting charitable objectives and operating as a charity.	- Shops Health and Safety file, cleaning (COSHH) and operating procedures set out - News monitoring - Regular updates from charity retail association - Pandemic plan in place
Economy / Inflation	Adverse economic conditions or high inflation impact shop or other income.	- Monthly reports with KPIs, monitoring daily sales/ GA report - Performance reviews - Diversification of fundraising income - Continuous drive to increase retail contribution
Failure to maintain adequate cash flow	Suppliers not being paid on time, delays in staff expenses reimbursement. Need for overdraft facilities. Ultimately leading to inability to continue to operate.	- Cash flow monitoring by Finance Team and reported to FRA quarterly - Monthly monitoring of cash-backed free reserves and annual review of policy by FRA - Monthly monitoring and reporting
Failure to achieve sufficient income to meet commitments	Continuous below budget performance in income generation, leading to declining reserves, inability to provide services to members and potential going concern issues.	- Reserves target minimum cash backed free undesignated reserves based on formula - Budget monitoring - Research grants and other charitable expenditure committed to only when sufficient reserves held to cover total value of commitment

Charity overview, objectives & public benefit

Risk	Cause & Effect	Controls
Cyber security threats	Cyber-attack from Phishing scams, ransomware, or unauthorised system access leading to loss of data, financial fraud and reputational damage. Data loss could lead to severe GDPR fines and major damage to reputation. Potential impact on DEBRA's ability to continue operating.	■ Access controls including MFA, network perimeter protection, antimalware endpoint protection. ■ Cyber insurance policy ■ Email scanned before reaching DEBRA servers ■ Remote user's hard drives are encrypted ■ Secured Wi-Fi at Bracknell head office ■ Remote desktop sessions time out after 20 mins ■ Back-up daily server images moved to the cloud ■ Complex passwords are enforced ■ All credit card machines meet PCI compliance standard C ■ Monitoring of data access ■ Annual Penetration testing
Recruitment of insufficient and low calibre volunteers	Volunteer numbers and issues involving volunteers are recorded on a monthly basis, so monitoring will highlight potential concerns.	■ Training focussed on giving Shop Managers the skills to recruit and manage volunteers in Retail ■ Volunteer Manager to develop the volunteer resource in both Retail and EB Community Support ■ Online training, which has primarily been installed for employees to develop their skills, is also available for up to 500 volunteers.

Charity overview, objectives & public benefit

Going concern statement

The Trustees reviewed the charity's budget, cash flows and forecasts for 1 January 2025 – 31 December 2026, which detail the plans for delivering to the EB community during a period of UK and global economic challenges. It is recognised that there are underlying uncertainties, however the Trustees consider the charity can continue its business-critical activities and remain a going concern.

The Trustees consider it is appropriate to prepare the 2025 accounts on a going concern basis on the basis that:

- Fundraising activity is expected to exceed 2025, with an increased programme of events and challenges, investment in marketing and cultivation of major donors via a specific programme;
- Retail contribution has stabilised in 2025 and there is greater certainty on the bottom line in 2026 including a focus on online and ensuring store perform at their highest level;
- The Budget and cash flows for 2026 and 2027 maintain adequate cash reserves throughout the period; and
- Research activity programmed in 2026 and 2027 is contingent on achieving fundraising and retail targets.

Structure, governance & management

DEBRA is a charitable company limited by guarantee, incorporated on 1 December 2002 and registered with the Charity Commission in England and Wales (1084958) on 9 February 2001. This means our trustees are also company directors, so subject to company law as well as charity law. We are also registered with the Office of the Scottish Regulator in Scotland.

Board of Trustees

Our Trustee Board has a collective responsibility for everything we do and is responsible for:

- our overall strategic direction including evaluating progress against our strategic plans
- ensuring our financial stability
- acting in the best interests of our organisation
- ensuring that we comply with our governing documents, and any other relevant legislation from our regulators.

New trustees receive the most recent annual report and accounts, copies of previous minutes of the board and committees, and are made aware of the charity's policies including its Scheme of Delegation. Individual inductions from senior trustees as relevant and trustees attend external training courses appropriate to their role on the Board of Trustees. There are four board meetings per year, which the CEO attends and Senior Management Team members attend as required.

The Trustees are the sole legal members of the charity.

In 2025

Six Trustees were appointed:

Laura Briggs – 12 February 2025
Katy Hinchcliffe – 12 February 2025
Gareth Jones – 12 February 2025
Sandrine Letellier – 22 September 2025
Jaspreet Jhaj – 20 October 2025
Zoe Bailey – 19 November 2025

Three Trustees resigned:

Christo Kapourani – 7 May 2025
Jo Merchant – 10 May 2025
Jim Irvine – 30 September 2025

Charity overview, objectives & public benefit

Trustee Board Committees

Finance, Risk & Audit Committee (“FRA”) – determines and advises the Board of Trustees on matters relating to finance, risk and audit as the Board of Trustees may remit to it, in particular the sound financial management of the charity, its resources and assets.

Charitable Purposes Committee (“CPC”) – determines and advises the Board of Trustees on matters relating to strategy in research, healthcare, community support and policy as the Board of Trustees may remit to it.

Nominations & Governance Committee (“N&G”) – oversees the structure, composition and effectiveness of the charity’s Board of Trustees and its Committees, as well as the appointment process of trustees. The Committee monitors the governance procedures of the charity.

Remuneration Committee – makes recommendation to the Board on a fair remuneration for the Chief Executive and Senior Leadership Team of DEBRA and reviews the Chief Executive’s recommendations on the Annual Pay policy for DEBRA.

See Table 5 below – Trustees’ membership and attendance.

Board diversity

Our Board of Trustees is made up from a majority of those who have a direct experience of EB, who either have EB themselves or have a close family member with EB, and those who have skills and experience that will add value to the governance and leadership of DEBRA. This ensures a good mix of skills, talents and experience to serve the DEBRA community.

We follow the Equal Opportunities Policy in the selection of Board members, in the same way we do for staff recruitment. Membership of the Board is open to all members of DEBRA, irrespective of age, disability, gender, marital or civil partnership status, pregnancy and maternity, gender reassignment, race, religion and belief, sexual orientation, irrelevant offending background, responsibility for dependents, economic status or political values.

Broader diversity of the Board continues to be reviewed as part of DEBRA’s Equality, Diversity & Inclusion policy.

Charity governance code

The Board consistently reviews all aspects of DEBRA’s governance and ensures that our governance standards and practices fully embrace the principles of the Charity Commission ‘Charity Governance Code’.

Succession planning

We have built strength and depth in our Trustee Board, incorporating appropriate succession planning by appointing two Vice Chairs, each for periods of two years with an annual rotation of one of those. Prospective new trustees are often invited to join a committee for a minimum period of twelve months before becoming trustees.

Charity overview, objectives & public benefit

Fundraising standards

Section 162a of the Charities Act 2011 requires charities to make a statement regarding fundraising activities. We do not undertake face-to-face fundraising from the general public. The legislation defines fundraising as 'soliciting or otherwise procuring money or other property for charitable purposes'. Such amounts receivable is presented in the accounts as 'voluntary income' and include legacies and grants.

We make all efforts to train staff and ensure compliance with fundraising standards at all times. Specifically:

- the majority of solicitations are managed internally, without involvement of professional fundraisers. The day-to-day management of all income generation is delegated to the executive team, who are accountable to the trustees
- where we work with third parties collaboratively on events or other activities, the charity has a contract in place to ensure standards are met
- there are documented procedures in place for the management of fundraising products – such as collection boxes, public collections, online fundraising sites, etc
- where volunteers assist in our fundraising activities, they are briefed verbally and/or in writing on the process and best practices and two-way partnerships are issued

- volunteer fundraisers are managed and supported from the offices in Bracknell and Blantyre. Their progress is closely tracked, and they are advised of the standards expected of them
- data protection procedures are in place governing the management of supporter and donor data on our DEBRA database; compliance with GDPR rules continues to be monitored
- we work with vulnerable people, particularly within the EB community, and often they wish to get involved with fundraising. There is close liaison between Fundraising and the Community Support Teams to identify any potential risks and act accordingly
- we are a member of the Fundraising Regulator and comply with the relevant codes of practice
- we received no fundraising complaints in 2025.

Activities in Scotland

We are active across several areas in Scotland. The primary charitable activities are seen in funding community support and research projects, notably at the Universities of Dundee and Edinburgh and the Cancer Research UK Beatson Institute, University of Glasgow. On the income generation side, there were two regional fundraising members of staff and 31 charity shops, both supported by an active volunteer network. The retail administration office for the entire charity is based in Blantyre.

Charity overview, objectives & public benefit

Board Attendance Table

Trustee		Board	FRA	N&G	CPC	REMCO
Jim Irvine (Chair)	Term completed 30 September 2025	3 of 3	3 of 3	3 of 3		1 of 1
Carly Fields	(Chair from 1 October 2025)	4 of 4		3 of 4	5 of 5	
Zoe Bailey	Appointed 19 November 2025	1 of 1				
David Bendor-Samuel		4 of 4		2 of 2		
Laura Briggs	Appointed 12 February 2025	2 of 4	4 of 4			
Simone Bunting		4 of 4		2 of 2		1 of 1
Katy Hinchcliffe	Appointed 12 February 2025	4 of 4	4 of 4			
Christo Kapourani	Resigned 7 May 2025	Leave of absence				
Debbie Install		3 of 4			1 of 1	
Jaspreet Jhaj	Appointed 20 October 2025	1 of 1	2 of 4			
Gareth Jones	Appointed 12 February 2025	4 of 4			5 of 5	
Sandrine Letellier	Appointed 22 September 2025	1 of 1			1 of 1	
Joanne Merchant	Term completed 10 May 2025	2 of 2	2 of 2			
Dan Mundy	Resigned 1 November 2025	3 of 3	2 of 3	1 of 4		1 of 1
Mick Thomas		2 of 4			3 of 5	
Simon Talbot		4 of 4	3 of 4			1 of 1

Auditor

Trustees have taken all reasonable steps to make themselves aware of any information needed by the company's auditor for the purposes of their audit and to establish that the auditor is aware of that information. The trustees are not aware of any relevant audit information of which the auditor is unaware.

Sayer Vincent LLP have expressed their willingness to continue in office. Under the Companies Act 2006 section 487(2) they will be automatically re-appointed as auditor 28 days after these accounts are sent to the members, unless the members exercise their rights under the Companies Act 2006 to prevent their re-appointment.

The organisation is a charitable company limited by guarantee, incorporated on 1 December 20000 and registered as a charity on 9 February 2001.

The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 8 to the accounts.

The Trustees' Annual Report, incorporating the Strategic Report, is approved by the Board of Trustees and signed on behalf of the trustees:

Carly Fields
Chair of Trustees

3 June 2026

Trustees' statement of responsibilities

The trustees (who are also directors of DEBRA for the purposes of company law) are responsible for preparing the Trustees' Annual Report including the strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

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

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

- there is no relevant audit information of which the charitable company's auditor is unaware
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is 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. 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 guarantees at 31 December 2025 was 12 (2024: 9). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditor's report

Independent auditor's report to the members of DEBRA

Opinion

We have audited the financial statements of DEBRA (the 'charitable company') for the year ended 31 December 2025 which comprise the Statement of Financial Activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council'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 DEBRA'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.

Auditor's report

(continued)

Other Information

The other information comprises the information included in the trustees' annual report, including the strategic report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report, including the strategic report, has 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report, including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the 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.

Auditor's report

(continued)

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, 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 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 charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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

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

Capability of the audit in detecting irregularities

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

- We enquired of management and Finance, Risk and Audit committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.

Auditor's report

(continued)

- We communicated applicable laws and regulations throughout the Audit Team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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

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

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. 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.

Farah Kitabi

(Senior statutory auditor)

Date: 11 June 2026

for and on behalf of Sayer Vincent LLP,
Statutory Auditor

110 Golden Lane, LONDON, EC1Y 0TG

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

Financial statements

For the year ended 31 December 2025



Statement of financial activities

Statement of financial activities including income and expenditure account for the year ended 31 December 2025.

2025					
		Unrestricted funds	Designated funds	Restricted funds	Total
	Notes	£	£	£	£
Income from:					
Donations & legacies	2	4,732,454	-	487,966	5,220,420
Charitable activities		4,413	-	-	4,413
Other trading activities	3	12,342,712	-	-	12,342,712
Investments	4	52,408	-	-	52,408
Other		12,859	-	-	12,859
Total income		17,144,846	-	487,966	17,632,812
Expenditure on:					
Raising funds	6	(13,609,436)	(15,000)	-	(13,624,436)
Charitable activities	6	(3,679,744)	-	(245,180)	(3,924,924)
Total expenditure		(17,289,180)	(15,000)	(245,180)	(17,549,360)
Net income / (expenditure)		(144,334)	(15,000)	242,786	83,452
Transfer between funds		-	-	-	-
Net movement in funds		(144,334)	(15,000)	242,786	83,452
Reconciliation of funds:					
Total funds brought forward		2,731,590	100,000	374,668	3,206,258
Total funds carried forward		2,587,256	85,000	617,454	3,289,710

Statement of financial activities

(continued)

2024					
		Unrestricted funds	Designated funds	Restricted funds	Total
	Notes	£	£	£	£
Income from:					
Donations & legacies	2	5,066,898	-	634,553	5,701,451
Charitable activities		31,247	-	-	31,247
Other trading activities	3	12,343,028	-	-	12,343,028
Investments	4	43,478	-	-	43,478
Other		56,950	-	-	56,950
Total income		17,541,601	-	634,553	18,176,154
Expenditure on:					
Raising funds	6	(14,563,773)	(150,000)	-	(14,713,773)
Charitable activities	6	(3,162,822)	-	(680,553)	(3,843,375)
Total expenditure		(17,726,595)	(150,000)	(680,553)	(18,557,148)
Net income / (expenditure)		(184,994)	(150,000)	(46,000)	(380,994)
Transfer between funds		731,397	(731,397)	-	-
Net movement in funds		(546,403)	(881,397)	(46,000)	(380,994)
Reconciliation of funds:					
Total funds brought forward		2,185,187	981,397	420,668	3,587,252
Total funds carried forward		2,731,590	100,000	374,668	3,206,258

All operations are continuing. The Statement of Financial Activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

The notes on pages 53-72 form part of these financial statements.

Balance sheet

Balance sheet as at 31 December 2025.

		2025		2024	
	Notes	£	£	£	£
Fixed assets					
Tangible fixed assets	10	1,651,020		1,681,937	
Programme related investment	11	1		1	
Investment in subsidiaries	12	2		2	
		1,651,023		1,681,940	
Current assets					
Debtors	13	2,836,468	2,954,873		
Current asset investment	14	-	500,000		
Cash at bank and in hand		3,060,547	2,795,577		
		5,897,015	6,250,450		
Creditors: amounts falling due within one year	15	(3,160,386)	(3,628,830)		
Net current assets		2,736,629		2,621,620	
Total assets less current liabilities		4,387,652		4,303,560	
Creditors: amounts falling due after more than one year	16	(631,228)		(694,192)	
Provision for liabilities	17	(466,714)		(403,110)	
Total net assets		3,289,710		3,206,258	

Balance sheet

(continued)

		2025		2024	
		£	£	£	£
The funds of the charity					
Restricted income funds	19		617,454		374,668
Unrestricted funds					
Designated funds	20	85,000		100,000	
General funds	20	2,587,256		2,731,590	
Total unrestricted funds		2,672,256			2,831,590
Total funds			3,289,710		3,206,258

Company registration number 4118259

The accounts were approved by the Board on 3 June 2026 and signed on their behalf by:

Carly Fields
Chair of Trustee Board

Katy Hinchcliffe
Treasurer

Statement of cash flows

Statement of cash flows for the year ended 31 December 2025.

		2025	2025	2024	2024
	Notes	£	£	£	£
Cash flows from operating activities					
Net cash (used in) / provided by operating activities	22		228,279		(234,863)
Cash flows from investing activities					
Dividends, interest and rents from investments		52,408		43,478	
Purchase of property, plant and equipment		(515,717)		(649,193)	
Proceeds from sale of investments		500,000		2,024,298	
Purchase of investments		-		(500,000)	
Net cash provided by / (used in) investing activities			36,691		918,583
Change in cash and cash equivalents in the reporting period			264,970		(683,720)
Cash and cash equivalents at the beginning of the reporting period			2,795,577		2,111,857
Cash and cash equivalents at the end of the reporting period			3,060,547		2,795,577

The notes on pages 53-72 form part of these financial statements.

Notes to the financial statements

1 Accounting policies

1.1 Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), Charities SORP (FRS 102), the Companies Act 2006, the Charities Accounts (Scotland) Regulations 2006 as amended and the Charities and Trustees Investment (Scotland) Act 2005.

1.2 Going concern

The Trustees reviewed the charity's budget and cash flows for 1 January 2026 – 31 December 2027 in November 2025 and consider it is appropriate to prepare the 2026 accounts on a going concern basis on the basis that:

- Fundraising activity is expected to exceed 2025, with an increased programme of events and challenges, investment in marketing and cultivation of major donors via a specific programme;
- Retail contribution has stabilised in 2025 and there is greater certainty on the bottom line in 2026 including a focus on online and ensuring store perform at their highest level;
- The Budget and cash flows for 2026 and 2027 maintain adequate cash reserves throughout the period; and
- Research activity programmed in 2026 and 2027 is contingent on achieving fundraising and retail targets.

1.3 Legal status of charity

The charity is a company limited by Guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

1.4 Judgements and estimates made by management

The financial statements include judgements and estimates as defined by the accounting policies. Legacy income is recognised as probable at probate, using an estimate provided by executors. Premises service charge liabilities are estimated from information supplied by property specialists. The dilapidations provision is reviewed annually on an individual lease basis by a property specialist.

Research grants are recognised in full in the Income and Expenditure Account at the point of commitment in order to ensure no reliance on future fundraising to meet these financial commitments.

Programme related investments are impaired based on a judgement of the intrinsic value of the investment at the balance sheet date, where no market value exists.

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

Notes to the financial statements

(continued)

1.5 Income

Donations and gifts are recognised in full in the Statement of Financial Activities when receivable. Unclaimed gift aid receivable is accrued in the year to which it relates. Legacies receivable are recognised when there is entitlement, probability of receipt and is measurable. Grants are recognised in full when receivable. Gifts in kind are only included in the accounts where the Trustees can ascribe a value in excess of £1,000.

Notes to the financial statements (continued)

Other trading income is recognised in full when received with the exception of income that is deferred where it represents a payment in advance for a specific event that will not take place until a future accounting period. This exception does not apply to sponsorship for charity challenges taking place in a future accounting period.

1.6 Expenditure

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Equipment purchased for use in research is written off as part of the research project costs as incurred. Expenditure on raising funds are those costs incurred in seeking voluntary contributions and running the retail operations. Charitable activities include expenditure associated with the operation of the charity and the provision of its services.

Governance costs comprise the costs relating to the general running of the charity, and include direct items such as external audit, legal advice for trustees, the cost of trustee meetings, and are included in central overhead costs. Central costs are apportioned and allocated between the cost of raising funds and charitable expenditure on the basis of central staff time allocation to the various activities.

1.7 Recognition of grant liabilities

Grants are awarded for research projects over a period of one to five years. All grants provide the right to terminate with up to three months' notice and continuation of funding is dependent on satisfactory progress reporting and review. It is always the intention to honour the funding of all grants awarded and full grant recognition has been incorporated into these accounts as the most appropriate and prudent policy. By adopting this policy, the Trustees ensure the funds for research grants have been raised in full prior to making financial commitments to research institutions.

1.8 Tangible fixed assets and depreciation

Tangible fixed assets with a value in excess of £1,000 are capitalised and stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Freehold and long leasehold buildings	Over 25 years
Leasehold improvements	Over life of the lease
Mobile homes	Over 10 years
Fixtures, fittings, static equipment	Over 5 years
Software development costs	Over 5 years
Shop equipment	Over 5 years
Mobile equipment	Over 3 years

Notes to the financial statements

(continued)

A review of assets is undertaken annually, and adjustments are made to the expected useful life as required. From 1 January 2009 freehold land and buildings, and long leasehold buildings, are assumed to have a residual value of 50%.

1.9 Programme related investment and impairment

Programme related expenditure with a value in excess of £1,000 is stated at cost less impairment. The investment held was impaired by 99.99% in 2020, with a residual holding value of £1.

1.10 Cash and short-term investments

The charity holds cash requirements for day-to-day activities in current bank accounts with HSBC, Lloyds, Santander and Clydesdale. The deposit account is held with HSBC. Short-term investments are held in money market deposits with HSBC. For the purposes of the cash flow statement, cash equivalents are defined as current asset investments, and short-term deposits with a maturity of less than 3 months, which are readily convertible into known amounts of cash.

1.11 Debtors

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

1.12 Creditors

Trade creditors and other payables are normally recognised at their settlement amount after allowing for any trade discount due. Payments to suppliers are within standard payment terms of 30 days. Liabilities are recognised when there is a present obligation, as a result of past events, and there is a probable future outflow of resources that can be estimated reliably.

1.13 Financial instruments

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

1.14 Stock

The Trustees do not consider it appropriate to recognise donated goods for resale as stock on the grounds that the cost of obtaining stock information would greatly outweigh any benefit. The costs involved would include the setting up of processes and procedures for a stock count in the large store base, training shop staff and volunteers in the process, software programming, and the checking and analysis of the reports produced.

All other stock is valued at the lower of cost or sales value net of selling costs.

1.15 Accumulated funds

Restricted funds are subject to specific conditions by donors as to how they may be used. Transfers between unrestricted funds and designated funds occur when the Trustees approve either funds to be designated for a specific purpose, or where remaining designated funds are no longer required and are released to unrestricted funds. The purposes and uses of the restricted funds and designated funds are set out in Note 19 to the financial statements.

Notes to the financial statements

(continued)

1.16 Consolidated accounts

The accounts of DEBRA Trading Limited and DEBRA Retail Limited have not been incorporated into these accounts on the grounds that the results are not material. The profit covenanted by DEBRA Trading Limited is included in other trading activities. DEBRA Retail Limited was dormant throughout the year. This report therefore provides information about the standalone charity only. For information, the companies' results and the investment the charity holds are shown separately in Note 12 to the financial statements.

1.17 Foreign currency translation

Foreign currency transactions are recorded at the exchange rate at the time of the transaction. Foreign currency assets and liabilities are translated into sterling at the exchange rate ruling at the balance sheet date. Resulting gains or losses on retranslation are included in the statement of financial activities.

1.18 Leases

Operating lease annual rental payments are charged to the statement of financial activities on a straight line basis over the term of the lease.

1.19 Termination payments

Termination payments either by way of redundancy or settlement agreement are recognised at the time of payment. Any payments exceeding the statutory minimum are authorised by the Trustees.

Notes to the financial statements

(continued)

2. Donations and legacies

	Unrestricted funds	Restricted funds	Total 2025	Unrestricted funds	Restricted funds	Total 2024
	£	£	£	£	£	£
Donations & gifts	3,980,881	129,484	4,110,365	3,189,498	45,567	3,235,065
Legacies receivable	504,905	-	504,905	1,245,705	41,157	1,286,862
Grants receivable	246,668	358,482	605,150	631,695	547,829	1,179,524
	<u>4,732,454</u>	<u>487,966</u>	<u>5,220,420</u>	<u>5,066,898</u>	<u>634,553</u>	<u>5,701,451</u>
Donations & gifts:						
Individual donations	3,052,616	123,984	3,176,600	2,414,090	31,109	2,445,199
Corporate donations	773,024	3,702	776,726	633,598	13,000	646,598
International donations	-	-	-	36,486	-	36,486
Events by individuals	155,241	1,798	157,039	105,324	1,458	106,782
	<u>3,980,881</u>	<u>129,484</u>	<u>4,110,365</u>	<u>3,189,498</u>	<u>45,567</u>	<u>3,235,065</u>
Grants receivable:						
Charitable trusts	211,827	358,482	570,309	618,523	224,000	842,523
Other grants	34,841	-	34,841	13,172	323,829	337,001
	<u>246,668</u>	<u>358,482</u>	<u>605,150</u>	<u>631,695</u>	<u>547,829</u>	<u>1,179,524</u>

Online adwords received as gifts in kind of £91,410 (2024: £93,927) are included in donations and gifts.

Notes to the financial statements

(continued)

3. Other trading activities

	2025	2024
	£	£
Income	12,342,712	12,343,028
Operating expenses	(12,376,348)	(13,561,415)
Net expenditure	(33,636)	(1,218,387)

The greatest income from other trading activities is derived from the operation of charity shops selling donated goods. As at 31 December 2025 there were 83 shops trading (2024: 86). The major categories of income and expenditure are summarised below:

	Income	Operating expenses	Net result 2025	Income	Operating expenses	Net result 2024
	£	£	£	£	£	£
Retail ^A	10,628,018	(11,378,563)	(750,545)	11,224,154	(12,679,224)	(1,455,070)
Fundraising events ^B	1,413,385	(997,785)	415,600	933,887	(882,191)	51,696
Miscellaneous trading	301,309	-	301,309	184,987	-	184,987
	12,342,712	(12,376,348)	(33,636)	12,343,028	(13,561,415)	(1,218,387)

^A Retail income excludes income of £1,118,264 (2024: £1,265,901) from retail Gift Aid and retail donations, which are recognised as donations on the SOFA and not income from other trading activities. Retail income also excludes retail gift aid commission of £Nil (2024: £65,304) which is recognised in miscellaneous trading. The profit covenanted by DEBRA Trading Limited of £301,309 (2024: £119,683) is recognised in miscellaneous trading.

Notes to the financial statements

(continued)

The table below reflects a true statement of total retail income, including retail Gift Aid, commission and retail donations.

	2025	2024
	£	£
Income	12,047,591	12,490,055
Operating expenses	(11,378,563)	(12,679,224)
Net (expenditure)/income	(669,028)	(189,169)

^B Event income excludes non-trading income of £356,472 (2024: £205,335) arising from donations given at or in relation to events, which are recognised as donations on the SOFA and not income from other trading activities.

The table below reflects a true statement of total events income, including donations given at or in relation to specific events.

	2025	2024
	£	£
Income	1,769,857	1,139,222
Direct operating expenses	(644,588)	(454,922)
Net income before overhead allocation	1,125,269	684,300
Fundraising staff costs allocation	(239,206)	(211,429)
Other staff costs allocation	(67,119)	(76,416)
Other overhead allocation	(46,872)	(139,422)
Net events income	772,072	257,033

4. Investment income

	2025	2024
	£	£
Interest receivable	43,174	37,055
Rent of property	9,234	6,423
Total investment income	52,408	43,478

Notes to the financial statements

(continued)

5. Grants payable

Expenditure on charitable activities include grants payable to third parties as detailed in Note 24. There were 697 (2024: 552) Community Support grants totalling £174,674 (2024: £144,654) made through the Community Support programme. All other grants were payable to institutions as detailed in Note 24.

Routine Healthcare and Community Support work is considered on-going and for which no future commitment is provided. Research and clinical projects have a finite life and at 31 December 2025 the Trustees had authorised a commitment to support research grants over the next three years to the sum of £1,118,775 (2024: £1,544,889) and clinical projects to the sum of £107,997 (2024: £107,997).

The total future commitment is currently committed to be spent as follows:

	2025	2024
	£	£
Within one year	595,544	958,694
Within two – three years	631,228	694,192
Within four – five years	-	-
Provided within the grants payable creditor (notes 15 and 16)	1,226,772	1,652,886

Notes to the financial statements

(continued)

6. Expenditure

	Staff costs	Grants payable	Dep'n & amort'n	Overhead allocation	Other costs	Total 2025
	£	£	£	£	£	£
Raising funds						
Donations & legacies	678,503	-	-	203,466	366,119	1,248,088
Other trading activities	6,864,158	-	323,754	425,414	4,763,022	12,376,348
	<u>7,542,661</u>	<u>-</u>	<u>323,754</u>	<u>628,880</u>	<u>5,129,141</u>	<u>13,624,436</u>
Charitable activities						
Research	409,265	429,565	-	99,080	45,688	983,598
Healthcare	107,665	59,102	-	59,052	169,515	395,334
Community support	1,102,193	175,729	-	142,650	3,736	1,424,308
Respite breaks	5,123	-	108,181	3,578	83,036	199,918
Public education	647,551	-	-	52,204	222,011	921,766
	<u>2,271,797</u>	<u>664,396</u>	<u>108,181</u>	<u>356,564</u>	<u>523,986</u>	<u>3,924,924</u>
	<u>9,814,458</u>	<u>664,396</u>	<u>431,935</u>	<u>985,444</u>	<u>5,653,127</u>	<u>17,549,360</u>

Notes to the financial statements

(continued)

	Staff costs	Grants payable	Dep'n & amort'n	Overhead allocation	Other costs	Total 2024
	£	£	£	£	£	£
Raising funds						
Donations & legacies	643,005	-	-	311,449	197,904	1,152,358
Other trading activities	7,349,286	-	209,299	448,212	5,554,618	13,561,415
	<u>7,992,291</u>	<u>-</u>	<u>209,299</u>	<u>759,661</u>	<u>5,752,522</u>	<u>14,713,773</u>
Charitable activities						
Research	437,368	534,084	-	87,614	19,875	1,078,941
Healthcare	120,915	3,332	-	47,205	99,014	270,466
Community support	1,102,966	133,311	-	116,555	12,945	1,365,777
Respite breaks	4,933	-	98,301	2,389	79,501	185,124
Public education	646,368	-	-	77,000	219,699	943,067
	<u>2,312,550</u>	<u>670,727</u>	<u>98,301</u>	<u>330,763</u>	<u>431,034</u>	<u>3,843,375</u>
	<u>10,304,841</u>	<u>670,727</u>	<u>307,600</u>	<u>1,090,424</u>	<u>6,183,556</u>	<u>18,557,148</u>

Net income / (expenditure) for the year is stated after charging:

	2025	2024
	£	£
Operating leases		
Land and buildings	1,779,180	1,909,455
Equipment	-	4,432
Auditors' remuneration	25,000	24,000
Non-audit services	2,450	425
Depreciation of tangible fixed assets	509,363	401,429
Loss on disposal of fixed assets	37,231	-
Defined contribution pension costs	464,866	627,207
Exchange differences	903	(5,988)

Notes to the financial statements

(continued)

7. Cost allocation

All central overhead costs are allocated to activities on the basis of staff time, and are detailed below:

	2025	2024
	£	£
Staff costs	2,137,693	2,251,239
Overheads		
Office premises rent	66,881	66,014
Service charges, utilities & cleaning	76,028	193,620
Equipment costs	414,663	344,336
Postage, printing, stationery, telephone & fax	35,858	43,038
Insurance costs	133,625	185,454
Legal, professional & consultancy fees	108,955	93,718
Depreciation	77,428	93,829
Profit on disposal	-	(780)
Irrecoverable VAT	44,281	53,468
Bank charges	1,823	2,115
Sundry expenses	903	(5,988)
<u>Governance costs:</u>		
Audit, non-audit and internal audit fees	25,000	24,850
	985,445	1,090,424
Total allocation	3,123,138	3,341,660

Notes to the financial statements

(continued)

8. Trustees

None of the Trustees received any remuneration from DEBRA during the period, but two of them were reimbursed a total of £1,294 (2024: three - £310) for travel and accommodation expenses. The spouse of one Trustee is an employee and received £17 for travel expenses. No Trustees received community grants (2024: £nil). The aggregate figure for trustee donations in 2025 was £247 (2024: £2,384). In addition, many trustees have supported DEBRA by attending events.

Insurance has been purchased to protect DEBRA, its employees and trustees from professional and legal liability of trustees and employees in the event of a claim that arises from the actions of such persons acting in such capacity, as allowed under section 4.3.3 in DEBRA's Articles of Association. This insurance has been included within a wider package of commercial insurances with no separately identifiable cost.

9. Employees

The average number of employees during the period was:

	2025	2025	2024	2024
	No.	FTE	No.	FTE
Research	3.3	2.6	3	2.7
Healthcare*	-	-	-	-
Community Support	18.7	18.3	19.3	18.5
Fundraising & Comms	22.0	20.6	22.2	20.1
Retail	256.0	191.0	289.5	220
Management & Administration	24.7	22.2	28.3	26.2
	324.7	254.7	362.3	287.5

Notes to the financial statements

(continued)

At the end of the year the number of employees per department was:

	2025	2025	2024	2024
	No.	FTE	No.	FTE
Research	2	2.3	3	2.7
Healthcare*	-	-	-	-
Community Support	19	18.6	19	18.6
Fundraising & Comms	22	20.6	23	21.6
Retail	246	182.9	277	209.2
Management & Administration	23	20.8	27	24.8
	312	245.2	349	276.9

*These numbers exclude healthcare staff funded through grants to external organisations as detailed in Note 20. Staff employed by external institutions and funded through research grants are also excluded.

	2025	2024
	£	£
Wages & salaries	8,094,733	8,689,031
Social security costs	839,336	677,101
Pension costs	464,866	501,581
Total payroll	9,398,935	9,867,713
Other staff costs	415,523	437,128
Total allocation	9,814,458	10,304,841

Notes to the financial statements

(continued)

The charity does not operate any defined benefit pension scheme. The charity makes payments to certain employees' personal pension plans. Payments of £464,866 (2024: £627,207) were made in the year and charged to the SOFA in the period they were due. At the year end there remained £nil (2024: £nil) unpaid.

There are adequate systems in place to manage expenses and they do not form part of remuneration.

The following members of staff received emoluments above £60,000:

	2025	2024
	No.	No.
Between £60,001 - £70,000	3	1
Between £70,001 - £80,000	3	5
Between £80,001 - £90,000	3	1
Between £90,001 - £100,000	2	1
Between £100,001 - £110,000	-	-
Between £110,001 - £120,000	-	-
Between £120,001 - £130,000	1	-
Between £130,001 - £140,000	-	2
Between £140,001 - £150,000	1	-

Redundancy and compensation payments, which were all paid in year, totalled £86,004 (2024: £62,698).

The aggregate pay of key management personnel, including employer's NI and pension contributions was £1,049,403 (2024: £990,942). The aggregate employer's pension contribution for key management personnel was £81,676 (2024: £75,223).

In respect of the above employees, contributions for the year into a defined contribution pension scheme totalled £104,010 (2024: £88,817), and there are retirement benefits accruing for thirteen (2024: nine) employees under a defined contribution scheme.

Notes to the financial statements

(continued)

10. Fixed assets

Tangible fixed assets

	Shop equipment	Mobile homes	Fixtures, fittings & equipment	Freehold land & buildings	Long leasehold land & buildings	Total
	£	£	£	£	£	£
Cost:						
At 1 January 2025	118,010	815,815	1,425,825	578,347	82,500	3,020,497
Additions	6,965	416,502	92,250	-	-	515,717
Disposals	-	(155,560)	-	-	-	(155,560)
At 31 December 2025	124,975	1,076,757	1,518,075	578,347	82,500	3,380,654
Depreciation:						
At 1 January 2025	90,784	443,023	572,291	206,062	26,400	1,338,560
Charge for the year	13,011	108,180	373,683	12,879	1,650	509,403
Disposals	-	(118,329)	-	-	-	(118,329)
At 31 December 2025	103,795	432,874	945,974	218,941	28,050	1,729,634
Net book value:						
1 January 2025	27,226	372,792	853,534	372,285	56,100	1,681,937
31 December 2025	21,180	643,883	572,101	359,406	54,450	1,651,020

Leasehold improvements, mobile equipment and software development costs have been included in the fixtures, fittings and equipment category.

Notes to the financial statements

(continued)

11. Programme related investment

	2025	2024
	£	£
Investment in Fibrx Derm Inc		
Net investment value brought forward	1	1
Purchase of investment	-	-
Impairment charge	-	-
	<u>1</u>	<u>1</u>
Net investment value carried forward	<u>1</u>	<u>1</u>

Debra holds approximately 0.03% of stock of Kamal Therapeutics. This originated from a historical investment of \$250,000 in Fibrx Derm Inc, a US biotech company, which was subsequently the subject of a number of corporate transactions. This investment supported the development of a new treatment to help wound healing in patients suffering from Dystrophic Epidermolysis Bullosa. The purpose of this investment was in furtherance of the charitable objectives of the charity, and no financial return was expected. The value of the investment has been impaired by 99.99% as the most prudent course of action.

12. Investment in subsidiaries

DEBRA had two 100% owned subsidiary companies incorporated in England and Wales at 31 December 2025 (2024: two). These are DEBRA Trading Ltd (company number: 2487114), whose principal activities are the sale of promotional items on behalf of DEBRA, a house clearance service and corporate sponsorship; and DEBRA Retail Ltd which is dormant.

Financial information for these entities for the year ended 31 December 2025:

	2025		2024	
	DEBRA Trading Ltd	DEBRA Retail Ltd	DEBRA Trading Ltd	DEBRA Retail Ltd
	£	£	£	£
Turnover	534,320	-	284,775	-
Total expenses	(226,632)	-	161,842	-
Gift aid to DEBRA	307,688	-	119,683	-
Profit / (loss) for the year	-	-	-	-
Net assets / (liabilities)	2	1	2	1
Share capital	2	1	2	1

Notes to the financial statements

(continued)

13. Debtors

	2025	2024
	£	£
HMRC	166,924	188,123
Amounts due from group undertakings	281,905	150,882
Other debtors	488,676	528,653
Accrued income	1,201,344	1,339,021
Prepayments	697,619	748,194
	2,836,468	2,954,873

Amounts due from HMRC are VAT receivable of £166,924 (2024: £188,123). Other debtors includes £401,346 (2024: £442,771) due for shared research grants. Accrued income includes gift aid of £309,447 (2024: £290,403) due from HMRC.

14. Investments in short term deposits

	2025	2024
	£	£
HSBC money market deposits:		
Investments brought forward at 1 January	500,000	2,024,298
Purchase of investments	-	500,000
Sales of investments	(500,000)	(2,024,298)
Investments carried forward at 31 December	-	500,000

Notes to the financial statements

(continued)

15. Creditors: amounts falling due within one year

	2025	2024
	£	£
Trade creditors	251,343	375,681
Grants payable	1,919,818	2,302,769
Other creditors	233,464	300,165
Taxation and social security	168,339	155,524
Accruals	435,733	424,596
Deferred income	151,689	70,095
	<u>3,160,386</u>	<u>3,628,830</u>

Grants payable includes £487,577 (2024: £958,693) relating to future commitments and £1,324,274 (2024: £1,344,076) relating to outstanding invoices for work done.

There was deferred income of £151,689 (2024: £70,095), representing income for events which would have to be repaid in the event of cancellation. This income will be recognised when the events occur, all of which are due to take place within one year.

16. Creditors: amounts falling due over one year

	2025	2024
	£	£
Grants payable	631,228	694,192
	<u>631,228</u>	<u>694,192</u>

17. Provision for liabilities

	2025	2024
	£	£
Dilapidations provision		
Provision brought forward	403,110	218,812
Charges	180,966	335,439
Release of provision	(117,362)	(151,141)
	<u>466,714</u>	<u>403,110</u>

Notes to the financial statements

(continued)

18. Other financial commitments

The following payments are committed to be paid in the future in respect of operating leases:

	2025	2025	2024	2024
	Leases of land and buildings	Other	Leases of land and buildings	Other
	£	£	£	£
Within one year	1,143,030	-	865,580	3,324
Between one - five years	1,125,195	-	1,157,631	-
After five years	22,500	-	-	-
	<u>2,290,725</u>	<u>-</u>	<u>2,023,211</u>	<u>3,324</u>

There were capital commitments of £nil (2024: £nil) at year end, falling due within one year.

19. Analysis of funds: restricted funds

	Balance at 1 January 2025	Income	Expenditure	Transfer to general fund	Balance at 31 December 2025
	£	£	£	£	£
Oliver Thomas Memorial Fund	9,200	-	(9,200)	-	-
Research	75,148	7,982	(83,130)	-	-
Healthcare	32,883	-	-	-	32,883
Community support	33,836	41,584	(54,872)	-	20,548
Respite	223,601	438,400	(97,978)	-	564,023
	<u>374,668</u>	<u>487,966</u>	<u>(245,180)</u>	<u>-</u>	<u>617,454</u>

	Balance at 1 January 2024	Income	Expenditure	Transfer to general fund	Balance at 31 December 2024
	£	£	£	£	£
Oliver Thomas Memorial Fund	19,200	-	(10,000)	-	9,200
Research	35,000	506,502	(466,354)	-	75,148
Healthcare	32,857	89	(63)	-	32,883
Community support	81,647	40,962	(88,772)	-	33,836
Respite	251,964	87,000	(115,363)	-	223,601
	<u>420,668</u>	<u>634,553</u>	<u>(680,553)</u>	<u>-</u>	<u>374,668</u>

Notes to the financial statements

(continued)

Restricted funds comprised:	2025	2024
	£	£
Oliver Thomas Memorial Fund ¹	-	9,200
Research:		
Research Programme Ninewells Hospital Dundee	-	75,148
Healthcare:		
Birmingham Children's Hospital Specialist Bath	5,600	5,600
Catrina Bernardis Fellowship – Hand Surgery	27,283	27,283
Community support:		
Community Support in Berkshire	-	2,122
Support Grants in Somerset	4,845	6,565
Support Grants in Buckinghamshire	12,902	22,199
Support grants in Cambridgeshire	1,381	1,531
Other restricted funds	1,420	1,419
Respite breaks:		
Holiday home purchases	458,553	223,601
Holiday home provision	105,470	-
Total	617,454	374,668

£5,600 (2024: £5,600) is restricted to the purchase of a specialist bath at Birmingham Children's Hospital.

£27,283 (2024: £27,283) is restricted to the funding of a fellowship for hand surgery.

A total of £20,548 (2024: £33,836) is restricted to various local provision of community support.

£563,803 (2024: £223,601) is restricted to the purchase and upkeep of holiday homes. The respite funds were raised to support the purchase of new holiday homes, which will reduce as the homes are depreciated. Funds were also raised to assist with the provision of family stays at DEBRA holiday homes.

Notes to the financial statements

(continued)

20. Analysis of funds: unrestricted funds

The Trustees allocated the following amounts as designated funds in 2025:

	Balance at 1 January 2025	Income	Expenditure	Transfers	Balance at 31 December 2025
	£	£	£	£	£
NHS Digital	100,000	-	(15,000)	-	85,000
Total designated funds	100,000	-	(15,000)	-	85,000
General fund	2,731,590	17,144,846	(17,289,180)	-	2,587,256
Total unrestricted funds	2,831,590	17,144,846	(17,304,180)	-	2,672,256

	Balance at 1 January 2024	Income	Expenditure	Transfers	Balance at 31 December 2024
	£	£	£	£	£
Drug Re-purposing	481,397	-	-	(481,397)	-
Nursing continuity	250,000	-	-	(250,000)	-
IT Strategy	50,000	-	(50,000)	-	-
NHS Digital	200,000	-	(100,000)	-	100,000
Total designated funds	981,397	-	(150,000)	(731,397)	100,000
General fund	2,185,187	17,541,601	(17,726,595)	731,397	2,731,590
Total unrestricted funds	3,166,584	17,541,601	(17,876,595)	-	2,831,590

£200,000 was designated in previous year to fund the NHS Digital Data project. This project commenced in 2024 and is due to complete in 2026. At 31 December 2025 £85,000 remained unspent.

Notes to the financial statements

(continued)

21. Analysis of net assets between categories of funds

Fund balances at 31 December 2025 are represented by:

	Unrestricted funds	Designated funds	Restricted funds	Total
	£	£	£	£
Fixed assets	1,192,470	-	458,553	1,651,023
Current assets	5,653,114	85,000	158,901	5,897,015
Creditors:<1 year	(3,160,386)	-	-	(3,160,386)
Creditors:>1 year	(1,097,942)	-	-	(1,097,942)
	<u>2,587,256</u>	<u>85,000</u>	<u>617,454</u>	<u>3,289,710</u>

Fund balances at 31 December 2024 are represented by:

	Unrestricted funds	Designated funds	Restricted funds	Total
	£	£	£	£
Fixed assets	1,458,339	-	223,601	1,681,940
Current assets	5,999,383	100,000	151,067	6,250,450
Creditors:<1 year	(3,628,830)	-	-	(3,628,830)
Creditors:>1 year	(1,097,302)	-	-	(1,097,302)
	<u>2,731,590</u>	<u>100,000</u>	<u>374,668</u>	<u>3,206,258</u>

Notes to the financial statements

(continued)

22. Reconciliation of net income to net cash flow from operating activities

	2025	2024
	£	£
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	83,452	(380,994)
Depreciation and amortisation charges	509,403	401,427
Impairment of programme related investment	-	-
Dividends, interest and rents from investments	(52,408)	(43,478)
Profit / (loss) on disposal of fixed assets	37,231	3,131
Decrease in stock	-	-
(Increase) / decrease in debtors	118,405	(840,633)
(Decrease) / increase in creditors	(467,804)	625,684
Net cash used in operating activities	228,279	(234,863)

23. Analysis of cash and cash equivalents

	At 1 January 2025	Cash flows	At 31 December 2025
		£	£
Cash at bank and in hand at 1 January	2,795,577	264,970	3,060,547
	2,795,577	264,970	3,060,547

An analysis of changes in net debt note has not been prepared on the basis that DEBRA only has cash and cash equivalents, the movement on which is shown above.

Notes to the financial statements

(continued)

24. Grants to institutions

Research grants:	2025		2024	
	Total paid in year £	Total paid to date £	Total paid in year £	Total paid to date £
Guy's and St Thomas' Hospital, London				
Wound care and its complications in patients with EB	15,664	71,052	24,888	55,388
University of Birmingham				
Use of highly sensitive and specific gene analytical techniques to identify microorganisms that may play a role in the chronicity of EB wounds	-	14,955	13,709	14,955
High-retention, lubricating eye drops to enhance quality of life in EB patients	-	144,569	67,529	144,569
King's College London				
PASTE-mediated superexon replacement of COL7A1 as a treatment for DEB	83,088	194,770	95,838	111,682
Advancing Repurposed Therapeutics for Epidermolysis Bullosa (ART-EB)	11,400	11,400	-	-
The Beatson Institute for Cancer Research				
Drug re-purposing for the treatment of RDEB squamous cell carcinoma	-	96,982	26,464	96,892
Pre-clinical models of RDEB squamous cell carcinoma	53,076	115,072	53,180	61,996
Integrated pharmacological and genetic identification of therapeutic targets for RDEB Squamous Cell Carcinoma	35,004	37,921	2,917	2,917
University Salzburg, Austria				
Investigating the potential of re-purposing statins for the treatment of highly aggressive RDEB-tumors	76,254	185,118	93,168	108,864
Cardiff University				
Developing a self-help toolkit for supporting wellbeing in parents of children with EB	60,963	122,963	57,274	62,000
Queen Mary University, London				
Dissecting the role of inflammatory pathways in JEB	37,644	78,425	37,644	40,781

Notes to the financial statements

(continued)

Research grants:	2025		2024	
	Total paid in year	Total paid to date	Total paid in year	Total paid to date
	£	£	£	£
Improving skin regeneration in JEB	36,071	73,971	34,991	37,900
Oral mucosal scarring and resistance to cancer development in RDEB patients	83,239	199,789	99,900	116,550
Treating JEB with Recombinant Laminin 332	73,872	177,304	88,656	103,432
Targeting epigenetic gene regulation in EBS	33,300	99,876	33,288	66,576
Tepurposing statins for the treatment of RDEB-tumors	34,992	37,908	2,916	2,916
Fundacion Instituto De Investigation, Madrid				
Non-viral genome editing patching of COL7A1	-	15,000	13,750	15,000
CIEMAT, Madrid				
Novel platform for generation of safer pseudorabies herpesvirus-based vectors for RDEB therapy	-	15,000	13,750	15,000
KK Women's & Children's Hospital, Singapore				
Improving the genetic diagnosis of EB by long-read sequencing	-	10,500	9,625	10,500
University of Buenos Aires				
Molecular epidemiology of EB Simplex in Argentina	-	15,000	13,750	15,000
Centre Hospitalier Universitaire de Nice, France				
A 20-Week Multicentre, Open Study Assessing the Efficacy and Safety of Apremilast (Otezla®)	21,300	135,444	64,955	114,144
University College, London				
Towards cell and gene therapy for JEB airway disease	81,684	88,491	6,807	6,807
Northwestern University, Chicago				
Patient travel support for Dupilumab for itch clinical trial	47,337	51,640	4,303	4,303

Notes to the financial statements

(continued)

	2025		2024	
	Total paid in year £	Total paid to date £	Total paid in year £	Total paid to date £
Queens University, Belfast				
Development of a Dual Nanogel for JEB	34,956	37,869	2,913	2,913
University of East Anglia, UK				
Epidemiology of Epidermolysis Bullosa in the UK	32,256	45,696	13,440	13,440
Regional Dermatology Training Centre, Moshi, Tanzania				
Establishing an Epidermolysis Bullosa Centre in Africa	9,996	11,662	1,666	1,666
University of Birmingham Dental School & Hospital				
Characterisation of skin microbiome in EB patients	-	313,289	20,000	313,289
University of Dundee				
The therapeutic potential of Omaveloxolone in EBS	6,029	6,029		
Total	868,125	2,407,695	897,321	2,269,007

Notes to the financial statements

(continued)

Healthcare projects:	2025	2024
	Total paid in year £	Total paid in year £
Great Ormond Street Hospital for Sick Children		
Clinical nurse specialists in EB	(1,913)	39,213
Guys & St Thomas' Hospital London		
Adult EB support nurses	40,184	(27,380)
Birmingham Children's Hospital	-	(8,501)
	<u>38,271</u>	<u>3,332</u>

Reconciliation of grant commitments:	2025			
	Research grants £	Healthcare grants £	Community Support grants £	Total £
Commitments brought forward	1,544,889	107,997	-	1,652,886
New commitments	442,011	59,102	174,674	675,787
Paid in year	(868,125)	(59,102)	(174,674)	(1,101,901)
	<u>1,118,775</u>	<u>107,997</u>	<u>-</u>	<u>1,226,772</u>

Reconciliation of grant commitments:	2024			
	Research grants £	Healthcare grants £	Community Support grants £	Total £
Commitments brought forward	1,724,017	107,997	-	1,832,014
New commitments	718,193	3,332	133,311	854,836
Paid in year	(897,321)	(3,332)	(133,311)	(1,033,964)
	<u>1,544,889</u>	<u>107,997</u>	<u>-</u>	<u>1,652,886</u>

25. Related parties

During the year, the charity charged management charges totalling £6,500 including VAT (2024: £6,500) to its subsidiary, DEBRA Trading Limited.

Reference and administrative details

Our Patron, President, Vice Presidents

Royal Patron

HRH The Duchess of Edinburgh GCVO

Life Patron

Philip Evans

President

Graham Souness CBE (from 21 April 2026)

Simon Weston CBE (until 21 April 2026)

Vice Presidents

Frank Warren

Lenore England

Stuart Procter

Our Trustees

Carly Fields* (Chair)

David Bendor-Samuel (Vice-Chair)

Simone Bunting*

Simon Talbot*

Mick Thomas*

Deborah Install*

Laura Briggs (appointed 12 February 2025)*

Katy Hinchcliffe (appointed 12 February 2025)*

Gareth Jones (appointed 12 February 2025)

Sandrine Letellier (appointed 22 September 2025)

Jas Jhal (appointed 20 October 2025)

Zoe Bailey (appointed 19 November 2025)

Additional details

Company secretary

Dawn Jarvis

Registration

Charity Commission Number: 1084958

SCR Number: SC039654

Company Number: 4118259

Registered office & principal address

DEBRA, The Capitol Building, Oldbury,
Bracknell, RG12 8FZ

Auditor

Sayer Vincent LLP, 110 Golden Lane,
London EC1Y 0TG

Banker

HSBC, Thames Valley Business Banking,
Hanborough House, Wallbrook Court,
North Hinksey, Oxford, OX2 0QS

Solicitor

Stone King, 91 Charterhouse Street,
London, EC1M 6HR

*Members of the Board who have direct experience of EB.

Abbreviations

CPG	Clinical Practice Guidelines
CEO	Chief Executive Officer
CRM	Customer Relationship Management
DEB	Dystrophic Epidermolysis Bullosa
EB	Epidermolysis Bullosa
EBS	Epidermolysis Bullosa Simplex
JEB	Junctional Epidermolysis Bullosa
EDI	Equality, Diversity & Inclusion
EPOS	Electronic Point of Sale
ESG	Environmental, Social, Governance
GDPR	General Data Protection Regulation
HR	Human Resources
k	thousand
LFL	like-for-like
m	million
NHS	National Health Service
pa	per annum
RDEB	Recessive Dystrophic Epidermolysis Bullosa
SGAP	Scientific Grants Advisory Panel
SLT	Senior Leadership Team
y on y	year on year

DEBRA is the patient support organisation for anyone directly affected by any form of EB.

We are also one of the largest investors globally into EB research. We aim to improve quality of life today and secure effective EB treatments for tomorrow.

Together we can #StopThePain of EB.

 DEBRA, The Capitol Building, Oldbury, Bracknell, Berkshire, RG12 8FZ

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DEBRA Royal Patron - HRH The Duchess of Edinburgh, GCVO
DEBRA President - Graeme Souness

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