REGISTERED COMPANY NUMBER: SC371432 (Scotland)
REGISTERED CHARITY NUMBER: SCO41288

Report of the Trustees and

Unaudited Financial Statements

For The Year Ended 31st December 2025

for

Dress for Success Scotland Ltd

J S Mackie & Co Ltd
8 Douglas Street
Hamilton
Lanarkshire
ML3 0BP

Dress for Success Scotland Ltd

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For The Year Ended 31st December 2025

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Dress for Success Scotland Ltd

Report of the Trustees
For The Year Ended 31st December 2025

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st December 2025. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

SC371432 (Scotland)

Registered Charity number

SCO41288

Registered office

8 Douglas Street
Hamilton
Lanarkshire
ML3 0BP

Trustees

Ms E Bell Retired
Mrs P C Wallace Develpoment officer
Miss J Bruce Communications manager (resigned 19/3/2025)
Miss C F Todd Beauty Therapist (resigned 12/8/2026)
Mrs A McCulloch Director (resigned 8/4/2026)
Mrs N T Beal Chair/Director (resigned 31/7/2026)
Mrs H Jackson (appointed 12/8/2026)
Mrs M C O'Keefe (appointed 12/8/2026)
Ms R E Irving (appointed 12/8/2026)
Miss C Brennan (appointed 12/8/2026)
Ms M Gow (appointed 12/8/2026)
Mrs S McRoberts (appointed 12/8/2026)
Mrs C K Marr (appointed 12/8/2026)

Company Secretary

Mrs M J Menzies

Independent Examiner

J S Mackie & Co Ltd
8 Douglas Street
Hamilton
Lanarkshire
ML3 0BP

Approved by order of the board of trustees on 30th September 2026 and signed on its behalf by:

Mrs M C O'Keefe - Trustee

Independent Examiner's Report to the Trustees of Dress for Success Scotland Ltd

I report on the accounts for the year ended 31st December 2025 set out on pages four to thirteen.

Respective responsibilities of trustees and examiner
The charity's trustees are responsible for the preparation of the accounts in accordance with the terms of the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). The charity's trustees consider that the audit requirement of Regulation 10(1)(a) to (c) of the Accounts Regulations does not apply. It is my responsibility to examine the accounts as required under Section 44(1)(c) of the Act and to state whether particular matters have come to my attention.

Basis of the independent examiner's report
My examination was carried out in accordance with Regulation 11 of the Charities Accounts (Scotland) Regulations 2006. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion on the view given by the accounts.

Independent examiner's statement
In connection with my examination, no matter has come to my attention :

(1) which gives me reasonable cause to believe that, in any material respect, the requirements

- to keep accounting records in accordance with Section 44(1)(a) of the 2005 Act and Regulation 4 of the 2006 Accounts Regulations; and
- to prepare accounts which accord with the accounting records and to comply with Regulation 8 of the 2006 Accounts Regulations

have not been met; or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Mark Cooper FCCA
The Association of Chartered Certified Accountants

J S Mackie & Co Ltd
8 Douglas Street
Hamilton
Lanarkshire
ML3 0BP

30th September 2026

Dress for Success Scotland Ltd

Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
For The Year Ended 31st December 2025

	Notes	Unrestricted funds £	Restricted funds £	**2025 Total funds £**	2024 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies		**6,651**	**-**	**6,651**	1,664
Charitable activities					
Charitable activities		**11,350**	**24,832**	**36,182**	57,434
Other trading activities	3	**21,192**	**-**	**21,192**	4,975
Total		**39,193**	**24,832**	**64,025**	64,073
EXPENDITURE ON					
Raising funds					
Raising donations and legacies	4	**533**	**2,266**	**2,799**	343
		533	**2,266**	**2,799**	343
Charitable activities					
Charitable activities		**24,282**	**24,210**	**48,492**	24,335
Other		**16,335**	**22,034**	**38,369**	29,664
Total		**41,150**	**48,510**	**89,660**	54,342
NET INCOME/(EXPENDITURE)		**(1,957)**	**(23,678)**	**(25,635)**	9,731
Transfers between funds	11	**1,124**	**(1,124)**	**-**	-
Net movement in funds		**(833)**	**(24,802)**	**(25,635)**	9,731
RECONCILIATION OF FUNDS					
Total funds brought forward		**3,953**	**45,738**	**49,691**	39,960
TOTAL FUNDS CARRIED FORWARD		**3,120**	**20,936**	**24,056**	49,691

The notes form part of these financial statements

Dress for Success Scotland Ltd

Balance Sheet
31st December 2025

	Notes	Unrestricted funds £	Restricted funds £	**2025 Total funds £**	2024 Total funds £
FIXED ASSETS					
Tangible assets	9	**4,983**	-	**4,983**	6,266
CURRENT ASSETS					
Cash at bank and in hand		**627**	**20,936**	**21,563**	45,241
CREDITORS					
Amounts falling due within one year	10	**(2,490)**	-	**(2,490)**	(1,816)
NET CURRENT ASSETS		**(1,863)**	**20,936**	**19,073**	43,425
TOTAL ASSETS LESS CURRENT LIABILITIES		**3,120**	**20,936**	**24,056**	49,691
NET ASSETS		**3,120**	**20,936**	**24,056**	49,691
FUNDS	11				
Unrestricted funds				**3,120**	3,953
Restricted funds				**20,936**	45,738
TOTAL FUNDS				**24,056**	49,691

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31st December 2025.

The members have not required the company to obtain an audit of its financial statements for the year ended 31st December 2025 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

(a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and

(b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The notes form part of these financial statements

continued...

Balance Sheet - continued
31st December 2025

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 30th September 2026 and were signed on its behalf by:

M C O'Keefe - Trustee

The notes form part of these financial statements

1. DISCLOSURE OF DONATIONS IN KIND

In respect of the premises rent it is received as an in-kind donation to the charity.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings	- 20% on reducing balance
Computer equipment	- 25% on reducing balance

Taxation
The charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

continued...

3. OTHER TRADING ACTIVITIES

	2025	2024
	£	£
Fundraising events	21,192	4,975

4. RAISING DONATIONS AND LEGACIES

	2025	2024
	£	£
Marketing materials	2,799	294
Support costs	-	49
	2,799	343

5. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2025	2024
	£	£
Depreciation - owned assets	1,283	1,616

6. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31st December 2025 nor for the year ended 31st December 2024.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31st December 2025 nor for the year ended 31st December 2024.

7. STAFF COSTS

The average monthly number of employees during the year was as follows:

	2025	2024
Employees	3	2

No employees received emoluments in excess of £60,000.

continued...

8. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	1,664	-	1,664
Charitable activities			
Charitable activities	-	57,434	57,434
Other trading activities	4,975	-	4,975
Total	6,639	57,434	64,073
EXPENDITURE ON			
Raising funds			
Raising donations and legacies	343	-	343
	343	-	343
Charitable activities			
Charitable activities	11,869	12,466	24,335
Other	1,346	28,318	29,664
Total	13,558	40,784	54,342
NET INCOME/(EXPENDITURE)	(6,919)	16,650	9,731
Transfers between funds	(6,391)	6,391	-
Net movement in funds	(13,310)	23,041	9,731
RECONCILIATION OF FUNDS			
Total funds brought forward	17,262	22,698	39,960
TOTAL FUNDS CARRIED FORWARD	3,952	45,739	49,691

continued...

9. TANGIBLE FIXED ASSETS

	Fixtures and fittings £	Computer equipment £	Totals £
COST			
At 1st January 2025 and 31st December 2025	**8,839**	**4,134**	**12,973**
DEPRECIATION			
At 1st January 2025	**3,168**	**3,539**	**6,707**
Charge for year	**1,134**	**149**	**1,283**
At 31st December 2025	**4,302**	**3,688**	**7,990**
NET BOOK VALUE			
At 31st December 2025	**4,537**	**446**	**4,983**
At 31st December 2024	5,671	595	6,266

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£	£
Social security and other taxes	**906**	617
Pension creditor	**622**	366
Accrued expenses	**962**	833
	2,490	1,816

11. MOVEMENT IN FUNDS

	At 1/1/25 £	Net movement in funds £	Transfers between funds £	At 31/12/25 £
Unrestricted funds				
General fund	**3,953**	**(12,457)**	**11,624**	**3,120**
Bank of Scotland	**-**	**10,000**	**(10,000)**	**-**
Foundation Scotland	**-**	**500**	**(500)**	**-**
	3,953	**(1,957)**	**1,124**	**3,120**
Restricted funds				
Smallwood Trust	**25,638**	**(10,035)**	**(1,124)**	**14,479**
VASLAN Grant Foundation	**15,000**	**(15,000)**	**-**	**-**
Glasgow Wellbeing Fund	**5,100**	**-**	**-**	**5,100**
DWF Foundation	**-**	**1,357**	**-**	**1,357**
	45,738	**(23,678)**	**(1,124)**	**20,936**
TOTAL FUNDS	**49,691**	**(25,635)**	**-**	**24,056**

continued...

11. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	**27,843**	**(40,300)**	**(12,457)**
Bank of Scotland	**10,000**	**-**	**10,000**
Foundation Scotland	**500**	**-**	**500**
Hymans Robertson	**850**	**(850)**	**-**
	39,193	**(41,150)**	**(1,957)**
Restricted funds			
Smallwood Trust	**22,332**	**(32,367)**	**(10,035)**
VASLAN Grant Foundation	**-**	**(15,000)**	**(15,000)**
DWF Foundation	**2,500**	**(1,143)**	**1,357**
	24,832	**(48,510)**	**(23,678)**
TOTAL FUNDS	**64,025**	**(89,660)**	**(25,635)**

Comparatives for movement in funds

	At 1/1/24 £	Net movement in funds £	Transfers between funds £	At 31/12/24 £
Unrestricted funds	17,262	(6,918)	(6,391)	3,953
Restricted funds				
William Grant Foundation	973	-	(973)	-
Investing in Ideas	516	-	(516)	-
Stem Fund	250	-	(250)	-
North Lanarkshire Council	50	-	(50)	-
ScotWest Credit Union	6	(1)	(5)	-
The Fore	6,083	(6,652)	569	-
Smallwood Trust	14,820	3,202	7,616	25,638
VASLAN Grant Foundation	-	15,000	-	15,000
Glasgow Wellbeing Fund	-	5,100	-	5,100
	22,698	16,649	6,391	45,738
TOTAL FUNDS	39,960	9,731	-	49,691

continued...

11. MOVEMENT IN FUNDS - continued

Comparative net movement in funds included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds	6,639	(13,557)	(6,918)
Restricted funds			
ScotWest Credit Union	(1)	-	(1)
The Fore	15,001	(21,653)	(6,652)
Smallwood Trust	22,334	(19,132)	3,202
VASLAN Grant Foundation	15,000	-	15,000
Glasgow Wellbeing Fund	5,100	-	5,100
	57,434	(40,785)	16,649
TOTAL FUNDS	64,073	(54,342)	9,731

A current year 12 months and prior year 12 months combined position is as follows:

	At 1/1/24 £	Net movement in funds £	Transfers between funds £	At 31/12/25 £
Unrestricted funds	17,262	(8,875)	(5,267)	3,120
Restricted funds				
William Grant Foundation	973	-	(973)	-
Investing in Ideas	516	-	(516)	-
Stem Fund	250	-	(250)	-
North Lanarkshire Council	50	-	(50)	-
ScotWest Credit Union	6	(1)	(5)	-
The Fore	6,083	(6,652)	569	-
Smallwood Trust	14,820	(6,833)	6,492	14,479
Glasgow Wellbeing Fund	-	5,100	-	5,100
DWF Foundation	-	1,357	-	1,357
	22,698	(7,029)	5,267	20,936
TOTAL FUNDS	39,960	(15,904)	-	24,056

continued...

11. MOVEMENT IN FUNDS - continued

Net movement in funds included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds	45,832	(54,707)	(8,875)
Restricted funds			
ScotWest Credit Union	(1)	-	(1)
The Fore	15,001	(21,653)	(6,652)
Smallwood Trust	44,666	(51,499)	(6,833)
VASLAN Grant Foundation	15,000	(15,000)	-
Glasgow Wellbeing Fund	5,100	-	5,100
DWF Foundation	2,500	(1,143)	1,357
	82,266	(89,295)	(7,029)
TOTAL FUNDS	128,098	(144,002)	(15,904)

12. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31st December 2025.

Dress for Success Scotland Ltd

Detailed Statement of Financial Activities
For The Year Ended 31st December 2025

	2025 £	2024 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Corporate donations	**4,554**	1,350
Donations	**2,097**	314
	6,651	1,664
Other trading activities		
Fundraising events	**21,192**	4,975
Charitable activities		
Grants	**36,182**	57,434
Total incoming resources	**64,025**	64,073
EXPENDITURE		
Raising donations and legacies		
Marketing materials	**2,799**	294
Charitable activities		
Property costs	**-**	415
Subscriptions	**-**	75
Travel & subsistence	**2,464**	1,098
Computer & IT costs	**329**	110
Training	**2,223**	20
Venue & hospitality	**944**	454
Premises costs	**17,275**	11,390
Repairs & renewals	**102**	453
Volunteer and client expenses	**719**	689
Event costs	**454**	-
Product purchases	**2,320**	4,157
	26,830	18,861
Other		
Wages	**36,632**	27,620
Pensions	**1,737**	2,044
	38,369	29,664
Support costs		

Dress for Success Scotland Ltd

Detailed Statement of Financial Activities
For The Year Ended 31st December 2025

	2025	2024
	£	£
Support costs		
Management		
Insurance	**706**	621
Telephone	**1,383**	1,008
Printing and stationery	**1,232**	677
Sundries	**158**	101
Licences	**593**	406
	4,072	2,813
Finance		
Bank charges	**74**	49
Refund of unspent funds	**15,000**	-
Fixtures and fittings	**1,134**	1,418
Computer equipment	**149**	198
	16,357	1,665
Governance costs		
Accountancy and legal fees	**1,233**	1,045
Total resources expended	**89,660**	54,342
Net (expenditure)/income	**(25,635)**	9,731