REGISTERED NO. SC332951

CHARITY REGISTRATION NO. SC038858

THE ENTREPRENEURIAL SCOTLAND FOUNDATION

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025

THE ENTREPRENEURIAL SCOTLAND FOUNDATION

REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

THE ENTREPRENEURIAL SCOTLAND SCOTLAND FOUNDATION

COMPANY INFORMATION

Trustees
Mr A Brown
Mr C D Robertson (resigned 18.06.2025)
Mr J C P Sheldon (resigned 23.10.2025)
Professor R A Williams
Ms C Tennant
Mr J S Mcgibbon
Ms L J Thomson
Mr D W Young (resigned 17.11.2025)
Mr A J Lothian
Mr B D Woods
Mr S A Black (appointed 13.03.2025)
Ms J Grieve (appointed 06.06.2025)
Ms F James-Martin (appointed 17.07.2025)
Ms S Panesar-Saggu (appointed 19.09.2025)

Chief Executive
Sean McGrath

Registered Office
199 Cathedral Street
Glasgow
G4 0QU

Registered Company Number
SC332951

Charity Registration Number
SC038858

Bankers
Bank of Scotland
167-201 Argyle Street
Glasgow
G2 8BU

External Auditors
Wbg (Audit) Limited
168 Bath Street
Glasgow
G2 4TP

THE ENTREPRENEURIAL SCOTLAND FOUNDATION

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 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 Entrepreneurial Scotland Foundation (the parent charitable company) and its subsidiary, Entrepreneurial Scotland Ltd (the group), for the ended 31 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).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The charity's objects are:

a. The advancement of training and broader education in the development of skills and understanding within the field of entrepreneurship, leadership and business through the provision of (amongst other things):

i. domestic and international internships to students of Scottish universities,

ii. structured cohort learning journeys and networking opportunities,

iii. events, programmes, groups and seminars including periodic gatherings,

iv. financial assistance and other support to take part in training programmes, and

b. To promote such similar charitable purposes, objects or institutions in such proportions and manner as the Trustees shall think fit.

In the year to 31 December 2025, the charity's activities and aims remain fully aligned to the ES 2030 Strategy which focuses on four key long-term strategic priorities:

1. Drive Entrepreneurial Leadership: To find, fuel and spark thousands of current and future entrepreneurial leaders, change-makers and innovators.

2. Unlock value through a Peer Network: To provide an open peer network supported by innovative technology platforms that drives the flow of sharing ideas, expertise, talent, inspiration, investment and other resources.

3. Join up the Ecosystem: To nurture and grow an efficient, easy-to-navigate and globally connected entrepreneurial ecosystem.

4. ES Scaled Up: To develop further a scaled, sustainable and self-supporting organisation to deliver on the vision and strategic priorities.

The charity pursued these priorities in 2025 principally through the delivery of two types of programme:

- Talent Development Programmes designed to find and nurture talent and connect it to firms and organisations that need it. The programmes are highly experiential and include the world leading Saltire Scholar Intern Programme. The Saltire Scholar Intern Programme ("Saltire Scholars") gives undergraduate students studying at Scottish universities transformational opportunities to undertake a project-based internship.

- The Exchange Programmes designed for those who aspire to be effective at leading growth and change. ESF blends diagnostics, peer to peer and experiential learning, with direct support from those who have been there and done it. In 2025 we continued with the 2 Cohorts established in 2024 and launched a further 3 successful Cohorts along with the Network Membership programme.

Public benefit

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

Volunteers

In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the financial statements as this cannot be reliably measured.

ACHIEVEMENT AND PERFORMANCE

Charitable Activities

2025 was the charity's eighteenth year in operation. Together with its wholly owned subsidiary company (Entrepreneurial Scotland Limited), it continued with the strategic decision to focus on the Saltire Scholar Internship programme for the year as well as continuing to grow its Exchange programme.

The Saltire Scholar Internship programme delivered 186 internship placements including 46 overseas, in-person roles and 2 virtual, overseas internship roles trialled in 2020 as a result of COVID. Continuing to offer virtual roles not only allows smaller companies overseas to participate but also allows students with significant obligations in Scotland who couldn’t travel to still gain international experience. As in previous years, the focus of these internships was challenging commercially oriented projects with either international organisations overseas or globally minded firms in Scotland.

Within the year, the organisation launched an additional three peer support groups, known as “Exchange Boards”, bringing the number of groups launched to six.

Fundraising activities

The Directors regard the fundraising activities of the charity to be sufficient with annual targets set to ensure that the charity remains sustainable in the long term. No professional fund-raiser nor commercial participator carried on any fundraising activities on behalf of the charity during the year under review or the prior year.

FINANCIAL REVIEW

Financial position

The financial statements show the overall position of the charity group as at 31 December 2025, its incoming resources and the application of these resources for the year ended that date.

Income received during the year for the group totalled £1,305,223 (2024 - £1,427,166) and expenditure totalled £1,295,236 (2024 - £1,414,154) This was used to support activities undertaken by The Entrepreneurial Scotland Foundation such as fundraising management, costs of operating the internship and the revised Exchange programmes, and governance costs. Net income for the year totalled £9,987 against net income of £13,012 in 2024.

As at 31 December 2025, the group had net current liabilities of £76,370 (2024 – net current liabilities of £44,976), and net liabilities of £449,484 (2024 – net liabilities of £459,471). The charity aims to improve the net liabilities position of the charity in the months and years ahead. The group has set a challenging budget, which embeds the charity's five-year strategy. Management have focused on revenue generation and efficiency around the programmes, fundraising, and streamlining the central cost base with the aim of improving this further in future periods.

Subsidiaries in deficit

As at 31 December 2025, Entrepreneurial Scotland Limited, the subsidiary company of the group, is in a net liabilities position of £430,296 (2024 – net liabilities position of £448,721). This net liabilities position includes a loan due to the parent company of £430,633 (2024 - £456,933).

Subsidiaries in deficit (continued)

During the year to 31 December 2021, membership fee income, the main source of the subsidiary income, was phased out, as the Trustees anticipated future losses on this venture, with the subsidiary also incurring costs of the charity group such as staff wages, resulting in the growth of the deficit position. Going forward, the company aims to raise further income for the charitable group from the likes of community sponsorship income and holding all non-charitable events of the group.

Principal funding sources

The principal funding sources of the group are scholarship, programmes and events income, donations from companies, charities and private individuals, and Government and other grants.

The charity works on a blended funding strategy i.e., it is not reliant on any one source of income. Within the above sources, it has financial support from Scottish Universities, the Scholar host companies, fees from Saltire Leaders programmes, the Scottish Government and Scotland's economic development agencies (based on specific requirements), The Entrepreneurial Scotland Foundation (USA), The Saltire Foundation (Canada) and donors.

Investment policy and objectives

The cash resources of the group are reviewed regularly at each Board meeting.

The charity invested in a wholly owned subsidiary, Entrepreneurial Scotland Limited, during the year to 31 December 2020 as part of a group reconstruction. The objective of the investment in the subsidiary was to raise funds for the charity through holding the non-charitable activities of the group. The subsidiary also hosts the Corporate Sponsorship.

Reserves policy

The target reserve policy of the group is to hold liquid reserves equivalent to approximately 3 months' unrestricted expenditure.

As at 31 December 2025, the group is in a net liabilities position of £449,484 (2024 – net liabilities of £459,471) and accordingly this policy is not being met. The deficit is within unrestricted funds. It is the intention of the Board to reduce this deficit in the months and years ahead through financial contribution from each of the programmes operated and in alignment with the five-year strategy currently being implemented. Furthermore, the group will seek to sustain and grow the level of philanthropic support and be focused on growing capacity, building sustainable programmes and, as a consequence, replenishing reserves.

Going concern

The group has net current liabilities of £76,370 (2024 – net current liabilities of £44,976) and net total liabilities of £449,484 (2024 – net total liabilities of £459,471).

Within net current liability includes an external loan facility of £250,000 from Social Investment Scotland due for repayment in 87 instalments beginning January 2024, being sum of £30,644 due for repayment in the year ended 31 December 2026. Also within net current liability includes an external loan facility of £250,000 from Scottish Enterprise due for repayment in 78 instalments beginning in January 2026, being sum of £12,000 due for repayment in the year ended 31 December 2026

The remaining loan of £140,975 from SIS is included in long term liability, along with the remaining loan of £238,000 from Scottish Enterprise. The trustees have a reasonable expectation that the group has adequate cash resources to meet liabilities as they fall due and the Trustees therefore believe that the going concern basis of accounting is appropriate.

Principal risks and uncertainties

The Trustees review the major risks which the charity and the group as a whole faces on a regular basis, the main ones being fundraising risk, health and safety risk of the charity's participants and key stakeholder risk, especially with our university partners. The management team and Trustees consider these risks on a continual basis and have plans in place should these risks materialise. In addition, the Trustees believe that focussing on financial stability and the replenishment of free reserves to the targeted level will provide sufficient resources in the event of adverse conditions.

Financial and risk management objectives and policies

The group has amalgamated the Audit Committee into the main Board of Trustees and is responsible for monitoring the framework for accountability; for examining and reviewing all systems and methods of control both financial and otherwise including risk analysis and risk management; and for assessing compliance by the group companies with all aspects of the law, relevant regulations, and good practice. The executive team carry out regular reviews of the controls over key financial systems and manage other operational and business risks which the charity faces and have established systems to mitigate significant risks.

FUTURE PLANS

Subject to funding levels, the charity plans to continue delivering the Saltire Scholars, Exchange Community and Alumni programmes.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The Entrepreneurial Scotland Foundation is a company limited by guarantee, incorporated in Scotland on 25 October 2007 (company number SC332951), and registered as a Scottish charity on 26 October 2007 (charity number SC038858). The charity was formed under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association.

Recruitment and appointment of new trustees

The Trustees appoint new Trustees in accordance with the terms of the Articles of Association.

The charity seeks to ensure that the needs of the charity are appropriately reflected through the diversity of the Trustee body. To enhance the potential pool of Trustees, the charity has, through international, national and local networking, sought to identify those who would be best placed and willing to assist the charity in its work.

All new Trustees must be recommended by the Board and approved by the Trustees. A Trustee shall serve for a maximum period of three years from the date of their appointment as a Trustee. At the end of this period, the Trustee shall immediately resign but shall be eligible for re-appointment for two subsequent periods of up to three years. After being appointed for a third consecutive period, the Trustee shall resign and shall not be eligible for re-appointment as a Trustee until a further period of three years has passed since the date of their resignation from their third consecutive period as a Trustee.

The minimum number of Trustees shall be five and the maximum shall be fourteen.

Organisational structure

Investment powers and the Trustees' authority are outlined in the Memorandum and Articles of Association. The Board has overall control of the organisational structure and decision making. The day-to-day operation of the charity is delegated by the Board to Sean McGrath, the current Chief Executive Officer. Sean is a director within the subsidiary company during the years to 31 December 2023, 2024 and 2025 and is deemed to be the key management of both the parent and subsidiary.

Induction and training of new trustees

Most Trustees are already familiar with the work of the charity through their presence at meetings. New Trustees are invited and encouraged to hold informal sessions with members of the management team to familiarise themselves with the charity and its work. It is a requirement that all Trustees are aware of and subscribe to the basic values as outlined in our aims and objectives. New Trustees are advised of their roles and responsibilities and are familiarised with these through the Memorandum and Articles of Association of the organisation and other appropriate documentation.

Key management remuneration
There is a remuneration committee group for the Entrepreneurial Scotland (including the Foundation) which reviews the pay of key management annually based on performance against agreed objectives. The remuneration committee has full terms of reference. The committee benchmarks against pay levels in organisations of a similar size and sector.

Related parties
The charity owns 100% of the share capital of its subsidiary, Entrepreneurial Scotland Limited, registered company number SC483869. This was acquired on 31 May 2020. Of the two directors of the subsidiary during the year to 31 December 2025, the charity has one Trustee in common with the subsidiary, with the other director holding office in the subsidiary during the year to 31 December 2025 comprising the key management of the charity.

The charity also has board members in common with The Entrepreneurial Scotland Foundation (USA), The Saltire Foundation US and The Saltire Foundation Canada with whom they have transactions which require disclosure within related parties in the notes to the financial statements.

Statement of Trustees Responsibilities
The Trustees (who are also directors of The Entrepreneurial Scotland Foundation for the purposes of company law) are responsible for preparing the Report of the Trustees 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 group and parent charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable group 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 SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence 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; and
- 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.

This report has been prepared in accordance with the provisions applicable to companies subject to the small companies' regime of the Companies Act 2006.

Auditors
In accordance with section 487 of the Companies Act 2006, the auditor will be deemed to be reappointed and Wbg (Audit) Limited will therefore continue in office.

Approved by the order of the Board of Trustees and signed on 8th September 2026 its behalf by:

DocuSigned by:
Andy Lothian
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Mr A J Lothian
Trustee

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES AND MEMBERS OF THE ENTREPRENEURIAL SCOTLAND FOUNDATION

Opinion

We have audited the financial statements of The Entrepreneurial Scotland Foundation (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31st December 2025 which comprise the Group and Parent Charitable Company's Statement of Financial Activities (incorporating income and expenditure accounts), the Group and Parent Charitable Company's Balance Sheet, the Group and Parent Charitable Company's Statements of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31st December 2025, and of their incoming resources and application of resources, including their income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 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 group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the Report and Financial Statements, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' 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 group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the Report of the Trustees.

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

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

Responsibilities of trustees

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

In preparing the financial statements, the trustees are responsible for assessing the group and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent 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 these are capable of detecting irregularities, including fraud is detailed below.

Extent to which the audit was considered capable of detecting irregularities including fraud

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures response to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

In identifying and assessing the risks or material misstatements in respect of irregularities, including fraud and non-compliance with laws and regulations we considered the following;

- The nature of the charity, the environment in which it operates and the control procedures implemented by management and the trustees; and
- Our enquiries of management and trustees about their identification and assessment of the risks of irregularities.

Based on our understanding of the charity and the sector we identified that the principal risks of non-compliance with laws and regulations related to, but were not limited to;

- Regulations and legislation pertinent to the charity's operations; and

We considered the extent to which non-compliance might have a material impact on the financial statements. We also considered those laws and regulations which have a direct impact on the preparation of the financial statements, such as the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, and the Charities Accounts (Scotland) Regulations 2006. We evaluated management and trustees' incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of management override of controls), and determined that the principal risks were related to;

- Posting inappropriate journal entries.

Audit response to the risks identified;
Our procedures to respond to the risks identified included the following;

- Gaining an understanding of the legal and regulatory framework applicable to the charity and the sector in which it operates;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- Enquiring of management and trustees concerning actual and potential litigation and claims; and
- Reading minutes of meetings of those charged with governance.

In addressing the risk of fraud as a result of management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; evaluating rationale of any significant transactions that are unusual or outside the normal course of business. We scrutinised the general ledger for the following:

- Duplicate journals
- Journals with detail which included key phrases or words
- Journals posted by unauthorised users
- Journals which do not balance

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

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.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES AND MEMBERS OF THE ENTREPRENEURIAL SCOTLAND FOUNDATION

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 to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006.

Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Signed by:

Wbg (Audit) Limited

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Rory McCall BAcc CA (Senior Statutory Auditor)

For and on behalf of Wbg (Audit) Limited, Statutory Auditor

8th September 2026

168 Bath Street
Glasgow
G2 4TP

Wbg (Audit) Limited is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

THE ENTREPRENEURIAL SCOTLAND FOUNDATION

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDING 31 DECEMBER 2025
(incorporating an income and expenditure account)

	Note	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total Funds 2025 £	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £
Income and endowments from:							
Donations and legacies	**4**	133,583	-	**133,583**	*97,383*	-	***97,383***
Charitable activities	**5**	1,140,540	-	**1,140,540**	*1,323,679*	-	***1,323,679***
Other trading activities	**6**	31,100	-	**31,100**	*6,099*	-	***6,099***
Investments	**7**	-	-	**-**	*5*	-	***5***
Total Income		1,305,223	-	**1,305,223**	*1,427,166*	-	***1,427,166***
Expenditure on:							
Raising funds:							
Raising donations and legacies	**9**	20,946	-	**20,946**	*36,231*	-	***36,231***
Other trading activities	**10**	12,674	-	**12,674**	*14,312*	-	***14,312***
Charitable activities	**11**	1,261,616	-	**1,261,616**	*1,363,611*	-	***1,363,611***
Total Expenditure		1,295,236	-	**1,295,236**	*1,414,154*	-	***1,414,154***
Net income for the year		9,987	-	**9,987**	*13,012*	-	***13,012***
Transfers between funds		-	-	**-**	-	-	**-**
Net movement in funds		9,987	-	**9,987**	*13,012*	-	***13,012***
Funds reconciliation							
Total Funds brought forward	**23**	(459,471)	-	**(459,471)**	*(472,483)*	-	***(472,483)***
Total Funds carried forward	**23**	(449,484)	-	**(449,484)**	*(459,471)*	-	***(459,471)***

The Statement of Financial Activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

THE ENTREPRENEURIAL SCOTLAND FOUNDATION

CONSOLIDATED BALANCE SHEET AS AT 31 DECEMBER 2025

	Note		2025	2024
			£	£
Fixed assets:				
Tangible assets	**16**		6,056	7,124
Total fixed assets			6,056	7,124
Current assets:				
Debtors	**18**	57,240		30,583
Cash at bank and in hand	**26**	67,377		130,105
		124,617		160,688
Liabilities:				
Creditors falling due within one year	**19**	(200,987)		(205,664)
Net current liabilities			(76,370)	(44,976)
Creditors falling due over one year			(379,170)	(421,619)
Net liabilities			(449,484)	(459,471)
Funds:				
Unrestricted funds	**23**		(449,484)	(459,471)
Total funds			(449,484)	(459,471)

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

These financial statements were approved and authorised for issue by the Board of Trustees on 8th September 2026 and signed on its behalf by:

DocuSigned by:
Andy Lothian
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Mr A J Lothian
Trustee

Company Registration No. SC332951

THE ENTREPRENEURIAL SCOTLAND FOUNDATION

CHARITY STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDING 31 DECEMBER 2025
(Incorporating an income and expenditure account)

	Note	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total Funds 2025 £	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £
Income and endowments from:							
Donations and legacies	**4**	133,583	-	**133,583**	*97,383*	-	***97,383***
Charitable activities	**5**	1,140,540	-	**1,140,540**	*1,323,679*	-	***1,323,679***
Investments	**7**	-	-	**-**	*5*	-	***5***
Total Income		1,274,123	-	**1,274,123**	*1,421,067*	-	***1,421,067***
Expenditure on:							
Raising funds:							
Raising donations and legacies	**9**	20,946	-	**20,946**	*36,231*	-	***36,231***
Charitable activities	**11**	1,261,616	-	**1,261,616**	*1,363,611*	-	***1,363,611***
Total Expenditure		1,282,562	-	**1,282,562**	*1,399,842*	-	***1,399,842***
Net (expenditure)/income		(8,439)	-	**(8,439)**	*21,225*	-	***21,225***
Transfers between funds		-	-	**-**	-	-	**-**
Net movement in funds		(8,439)	-	**(8,439)**	*21,225*	-	***21,225***
Funds reconciliation							
Total Funds brought forward		(527,928)	-	**(527,928)**	*(549,153)*	-	***(549,153)***
Total Funds carried forward		(536,367)	-	**(536,367)**	*(527,928)*	-	***(527,928)***

The Statement of Financial Activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

THE ENTREPRENEURIAL SCOTLAND FOUNDATION

CHARITY BALANCE SHEET AS AT 31 DECEMBER 2025

	Note		2025	*2024*
			£	£
Fixed assets:				
Tangible assets	16		5,716	5,631
Investments	17		1	1
Total fixed assets			5,717	5,632
Current assets:				
Debtors	18	57,240		25,215
Cash at bank and in hand	26	57,479		112,103
		114,719		137,318
Liabilities:				
Creditors falling due within one year	19	(277,633)		(249,259)
Net current liabilities			(162,914)	(111,941)
Creditors falling due over one year	21		(379,170)	(421,619)
Net liabilities			(536,367)	(527,928)
Funds:				
General funds			(536,367)	(527,928)
Total funds			(536,367)	(527,928)

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

These financial statements were approved and authorised for issue by the Board of Trustees on 8th September 2026 and signed on its behalf by:

DocuSigned by:

Andy Lothian

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Mr A J Lothian
Trustee

Company Registration No. SC332951

THE ENTREPRENEURIAL SCOTLAND FOUNDATION

CONSOLIDATED AND CHARITY STATEMENT OF CASH FLOWS
FOR THE YEAR ENDING 31 DECEMBER 2025

	Note	Group 2025 £	Charity 2025 £	Group 2024 £	Charity 2024 £
***Cash flows from operating activities*:**					
Net cash (used in) operating activities	**25**	(10,976)	(2,872)	(186,180)	60,347
***Cash flows from investing activities*:**					
Purchase of tangible fixed assets		(1,883)	(1,883)	(1,986)	(1,986)
Proceeds from sale of tangible fixed assets		-	-	356	356
Interest received		-	-	5	5
Net cash (used in) investing activities		(1,883)	(1,883)	(1,625)	(1,625)
***Cash flows from financing activities*:**					
Loan repayments		(39,593)	(39,593)	(89,830)	(89,830)
Loan interest		(10,276)	(10,276)	(11,287)	(11,287)
Net cash (used in) financing activities		(49,869)	(49,869)	(101,117)	(101,117)
Change in cash and cash equivalents in the year		(62,728)	(54,624)	(288,922)	(42,395)
Cash and cash equivalents brought forward	**26**	130,105	112,103	419,027	154,498
Cash and cash equivalents carried forward	**26**	67,377	57,479	130,105	112,103

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2025

1. Accounting Policies

(a) **Basis of preparation**
The accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective 1 January 2019 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006.

The charity constitutes a public benefit entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements consolidate the results of the wholly owned subsidiary Entrepreneurial Scotland Limited on a line by line basis.

(b) **Going concern**

The Trustees are aware of the losses incurred in prior years but still consider that there are no material uncertainties about the charity's abilities to continue as a going concern. The trustees acknowledge that the charity requires to generate sufficient funds to support cash flow when meeting obligations as they fall due.

They have accessed all available support through financial contribution from each of the programmes operated and in alignment with the five-year strategy currently being implemented. The Trustees therefore believe the charity continues to adopt the going concern basis in preparing its financial statements.

(c) **Funds structure**
Unrestricted income funds comprise those funds which the trustees are free to use for any purpose in furtherance of the charitable objects. Unrestricted funds include designated funds where the trustees, at their discretion, have created funds for specific purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor or trust deed, or through the terms of an appeal.

Further details of each fund are disclosed in note 23.

(d) **Income recognition**
Income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Donations and legacies consist of donations, gifts, legacies and grants that provide core funding or are of a general nature. Donations, gifts, legacies and grants that are not subject to performance related conditions are recognised when the group is entitled to the income, receipt of the income is probable, and the amount can be measured reliably. This income is only deferred when the donor specifies that the grant or donation must only be used in future accounting periods, or the donor has imposed conditions which must be met before the group has unconditional entitlement.

1. Accounting Policies (continued)

Amounts received by the charity from the subsidiary by way of gift aid are included in the income of the charity in the period to which is relates.

The activities of The Entrepreneurial Scotland Foundation are supported by a large number of organisations and businesses including The Entrepreneurial Scotland Foundation (USA) and the Saltire Foundation Canada. The Charities SORP requires that, where the benefit of these services is reasonably quantifiable and measurable, an amount should be recognised within income in the statement of financial activities with a corresponding expense. The Trustees have undertaken an exercise to value the open market costs of its activities, and accordingly, the financial statements include a value for donated resources and services within donations.

Charitable activities income consists of fees charged on Scholar and Leadership programmes and membership fees. Fees charged and membership fees are recognised when the charity is entitled to the income, it is probable that the income will be received, and the amount can be measured reliably.

Grant comprises grants awarded for specific purposes. The grants (including government grants) are recognised when the group has complied with all the attaching conditions and there is reasonable assurance that the grants will be received. They are measured at fair value. Grants relating to revenue are recognised in income on a systematic basis over the period or periods in which the entity recognises the related costs for which the grant is intended to compensate. A grant that becomes receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the entity with no future related costs shall be recognised in income in the period in which it becomes receivable.

Investment income consists entirely of gross bank deposit interest.

(e) **Expenditure recognition**
Expenditure has been classified under the headings that aggregate all costs 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 the resources. Expenditure is recognised on an accruals basis when a legal liability is incurred, payment of the liability is probable, and the amount can be measured reliably. The amount includes any VAT which cannot be fully recovered. VAT is reported as part of the expenditure to which it relates.

Raising funds includes all expenditure incurred by the charity to raise funds for its charitable purposes and includes costs of all fundraising events and activities.

Charitable activities comprise all resources expended undertaking work to meet the charity's charitable objectives. Such costs include the direct costs of charitable activities approved by the charity and all support costs relating to these activities. Governance costs include direct resources expended in the general running of the charity and are primarily associated with constitutional and statutory requirements, including audit fees and other expenses linked to the management of the charity. These costs are allocated entirely to charitable activities.

(f) **Allocation of support and governance costs**
Support costs have been allocated between governance costs and other support costs. Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. These costs include costs related to statutory audit and legal fees together with an apportionment of overhead and support costs.

Governance costs and support costs relating to charitable activities have been apportioned based on time spent. The allocation of support and governance costs is analysed in note 12.

(g) **Tangible fixed assets and depreciation**

All tangible fixed assets having a value to the charity of greater than one year, other than those acquired for specific purposes, are capitalised. It is the charity's policy to capitalise all relevant expenditure greater than £250. No depreciation will be charged in the year of acquisition. Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Computer equipment – 33% on cost and 25% on cost

(h) **Investments**
Investments in subsidiary undertakings are initially recognised at cost, and subsequently measured at cost less impairment.

(i) **Goodwill**
Goodwill represents the difference between the amount paid on the cost of the business combination and the acquirer's interest in the fair value of the group's share of identifiable assets and liabilities of the acquiree at the date of acquisition. Subsequent to initial recognition, goodwill is measured at cost less accumulated amortisation and accumulated impairment losses. Goodwill is amortised on a straight line basis to the consolidated statement of comprehensive income over its useful economic life.

(j) **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.

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

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

(m) **Foreign currencies**
Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction. Exchange differences are taken into account in arriving at the operating result.

(n) **Financial instruments**
The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

(o) **Taxation**
The charity is exempt from corporation tax on its charitable activities.

(p) **Pension Costs**
The group operates a defined contribution pension scheme. Contributions payable to the group's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

(q) **Employee Benefits**
The total cost of employee benefits to which employees have become entitled as a result of service rendered to the entity during the reporting period are recognised and charged to the profit and loss account in the period to which they relate.

2. Legal status

The Entrepreneurial Scotland Foundation is a registered Scottish charity. The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

3. Related party transactions and trustees' expenses and remuneration

Key management comprised of the CEO within the parent entity, who was also a director of the subsidiary company. Key management remuneration for the group is disclosed within staff costs of the financial statements.

The Trustees all give freely their time and expertise without any form of remuneration or other benefit in cash or kind (2024: £nil). Expenses paid to the Trustees in the year totalled £nil (2024: £nil).

During the year under review, four Trustees and their associated companies paid donations to the charity, totalling £11,500 (2024: £65,750). In addition, during the charity's fundraising auction, a trustee successfully bid on a donated prize. The amount paid was £948 (2024: £2,000).

It has also been noted that Alan Brown and Company, a company of which a Trustee is a director of, was a host company with an internship during the year. This internship has a value of £16,216 (2024: £nil). A Trustee, Julie Grieve, was remunerated £500 in the year for referring a member (2024: £nil). No other trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during the year (2024: £nil).

During the year, The Entrepreneurial Scotland Foundation received a donation from Saltire Canada of £29,089 (2024 - £26,548) for services provided by The Entrepreneurial Scotland Foundation on behalf of Saltire Canada. There was a balance of £30,411 (2024: £nil) due to Saltire Canada at the year ended 31 December 2025. The charity also received a donation of £2,000 from The Entrepreneurial Scotland Foundation USA (2024: £18,134) in relation to a contribution for costs incurred. There was no balance due to The Entrepreneurial Scotland Foundation USA at the year ended 31 December 2025 (2024: £nil).

The company has taken advantage of exemption, under the terms of Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', not to disclose related party transactions with wholly owned subsidiaries within the group.

4. Income from donations and legacies

	Group 2025 £	Charity 2025 £	Group 2024 £	Charity 2024 £
Donations	131,558	131,558	93,020	93,020
Gift Aid	2,025	2,025	4,363	4,363
	133,583	133,583	97,383	97,383

5. Income from charitable activities

	Group 2025 £	Charity 2025 £	Group 2024 £	Charity 2024 £
Grants	48,060	48,060	95,000	95,000
Talent Development Programmes	949,111	949,111	1,099,423	1,099,423
Membership and Events Income	143,369	143,369	129,256	129,256
	1,140,540	1,140,540	1,323,679	1,323,679

6. Income from other trading activities

	Group 2025 £	Charity 2025 £	Group 2024 £	Charity 2024 £
Other trading activities	31,100	-	6,099	-
	31,100	-	6,099	-

7. Investment income

	Group 2025 £	Charity 2025 £	Group 2024 £	Charity 2024 £
Deposit account interest	-	-	5	5
	-	-	5	5

8. Government grants

	Group 2025 £	Charity 2025 £	Group 2024 £	Charity 2024 £
Scottish Government	48,060	48,060	95,000	95,000
	48,060	48,060	95,000	95,000

9. Raising funds – expenditure on raising donations and legacies (Group and Charity)

	Direct Costs £	Support Costs £	Total Group 2025 £
Raising donations and legacies	20,946	-	20,946
	20,946	-	20,946

9. Raising funds – expenditure on raising donations and legacies (Group and Charity) (continued)

	Direct Costs	Support Costs	Total Group 2024
	£	£	£
Raising donations and legacies	36,231	-	36,231
	36,231	-	36,231

10. Raising funds – expenditure on other trading activities (Group)

	Direct Costs	Support Costs	Total Group 2025
	£	£	£
Other trading activities	-	12,674	12,674
	-	12,674	12,674

	Direct Costs	Support Costs	Total Group 2024
	£	£	£
Other trading activities	-	14,312	14,312
	-	14,312	14,312

11. Analysis of expenditure on charitable activities (Group and Charity)

	Management	2025
	£	£
Scholar Costs	491,433	491,433
Facilitator Costs	1,670	1,670
Insurance	10,466	10,466
Events Costs	78,225	78,225
Governance costs:		
Support related costs (note 11)	13,393	13,393
Governance costs (note 11)	10,175	10,175
Support costs (note 11)	656,254	656,254
	1,261,616	1,261,616

	Management	2024
	£	£
Scholar Costs	654,038	654,038
Facilitator Costs	2,659	2,659
Insurance	10,105	10,105
Events Costs	22,464	22,464
Governance costs		
Support related costs (note 11)	13,339	13,339
Governance costs (note 11)	7,436	7,436
Support costs (note 11)	653,570	653,570
	1,363,611	1,363,611

THE ENTREPRENEURIAL SCOTLAND FOUNDATION

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2025

12. Allocation of governance and support costs (Group)

The breakdown of support costs and how these were allocated between governance and other support costs is shown in the table below:

2025:

Cost type	Total allocated £	Governance related £	Other support costs £	Basis of apportionment
Salaries	575,968	11,519	564,449	Staff time
Travel and Entertaining	7,984	160	7,824	Staff time
Professional fees	12,546	251	12,295	Usage
IT and Marketing	39,406	788	38,618	Usage
Depreciation	1,798	36	1,762	Usage
Office Costs	1,067	21	1,046	Usage
Bank Charges	20,602	412	20,190	Usage
Loan interest	10,276	206	10,070	Usage
Total	669,647	13,393	656,254	

2024:

Cost type	Total allocated £	Governance related £	Other support costs £	Basis of apportionment
Salaries	590,734	11,815	578,919	Staff time
Travel and Entertaining	10,298	206	10,092	Staff time
Professional fees	2,329	47	2,282	Usage
IT and Marketing	34,453	689	33,764	Usage
Depreciation	1,708	34	1,674	Usage
Office Costs	874	17	857	Usage
Bank Charges	15,226	305	14,921	Usage
Loan interest	11,287	226	11,061	Usage
Total	666,909	13,339	653,570	

Governance costs:	**2025** £	**2024** £
Auditor's remuneration:		
Parent	8,400	5,511
Subsidiary	6,750	6,500
Support costs (see above)	13,393	13,339
Bookkeeping support:		
Parent	1,775	1,925
Subsidiary	-	1,000
	30,318	28,275

Breakdown of governance and support costs by activity.

2025:

	Support costs	Governance	2025
	£	£	£
Management	656,254	23,568	679,822
Other trading activities	5,924	6,750	12,674
	662,178	30,318	692,496

2024:

	Support costs	Governance	2024
	£	£	£
Management	653,570	20,775	674,345
Other trading activities	6,812	7,500	14,312
	660,382	28,275	688,657

13. Analysis of staff costs and remuneration of key management personnel (Group and Charity)

	2025	2024
	£	£
Wages and Salaries	650,341	695,443
Social Security costs	78,829	62,025
Employer's Pension costs	15,251	15,962
	744,421	773,430

	2025	2024
	£	£
Key management personnel remuneration	115,420	111,349

Key management personnel comprises of the CEO within the parent entity, who was also a director of the subsidiary company.

	2025	2024
	£	£
£60,000 - £70,000	1	-
£70,000 - £80,000	-	1
£100,000 - £110,000	1	1

	2025	2024
	No.	No.
The average weekly number of persons, by headcount, employed by the charity during the year was:	15	15

14. Net income/(expenditure) for the year - Group

This is stated after charging:	2025	2024
	£	£
Depreciation	2,951	3,142
External auditor's remuneration	15,150	16,700

THE ENTREPRENEURIAL SCOTLAND FOUNDATION

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2025

15. Intangible Fixed Assets – Group and Charity

	Goodwill £	Total £
Cost or valuation		
At 1 January 2025 and 31 December 2025	206,744	206,744
Amortisation		
At 1 January 2025 and 31 December 2025	206,744	206,744
Net book value		
At 1 January 2025	-	-
At 31 December 2025	-	-

16. Tangible Fixed Assets – Group

	Computer Equipment £	Total £
Cost or valuation		
At 1 January 2025	17,008	17,008
Additions	1,883	1,883
Disposals	(310)	(310)
At 31 December 2025	18,581	18,581
Depreciation		
At 1 January 2025	9,884	9,884
Charge for the year	2,951	2,951
Eliminated on disposals	(310)	(310)
At 31 December 2025	12,525	12,525
Net book value		
At 1 January 2025	7,124	7,124
At 31 December 2025	6,056	6,056

16. Tangible Fixed Assets – Charity

	Computer Equipment £	Total £
Cost or valuation		
At 1 January 2025	7,212	7,212
Additions	1,883	1,883
At 31 December 2025	9,095	9,095
Depreciation		
At 1 January 2025	1,581	1,581
Charge for the year	1,798	1,798
At 31 December 2025	3,379	3,379
Net book value		
At 1 January 2025	5,631	5,631
At 31 December 2025	5,716	5,716

17. Fixed Asset Investments – Charity

Movement in fixed asset listed investments - Group	2025 £	2024 £
Investment in subsidiary	1	1
	1	1

The charity's investments include a 100% holding in Entrepreneurial Scotland Limited.

	2025 £	2024 £
Aggregate capital and reserves	(430,296)	(448,721)
Profit/(Loss) for the year	18,425	(8,212)

18. Debtors

	Group 2025 £	Charity 2025 £	Group 2024 £	Charity 2024 £
Trade Debtors	11,470	11,470	17,078	11,858
Other debtors	-	-	148	-
Prepayments and accrued income	15,359	15,359	13,357	13,357
Amounts due to related parties	30,411	30,411	-	-
	57,240	57,240	30,583	25,215

THE ENTREPRENEURIAL SCOTLAND FOUNDATION

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2025

19. Creditors: amounts falling due within one year

	Group 2025 £	Charity 2025 £	Group 2024 £	Charity 2024 £
Other loans (note 22)	42,644	42,644	39,788	39,788
Trade Creditors	73,850	73,550	44,931	36,531
Amounts owed to group undertakings	-	86,547	-	60,247
Taxation and social security	31,911	31,911	15,887	15,887
Other creditors	2,878	2,027	1,939	1,939
Accruals and deferred income	49,704	40,954	103,119	94,867
	200,987	277,633	205,664	249,259

20. Deferred income – Group and Charity

Deferred income is comprised as follows:

	£
Balance as at 1 January 2025	51,554
Amount released to income earned from charitable activities	(51,554)
Amount deferred in year	6,587
Balance as at 31 December 2025	6,587

Deferred income comprises income received towards projects taking place in the year to 31 December 2026.

21. Creditors: amounts falling due greater than one year

	Group 2025 £	Charity 2025 £	Group 2024 £	Charity 2024 £
Other loans (note 22)	379,170	379,170	421,619	421,619
	379,170	379,170	421,619	421,619

22. Loans

	Group 2025 £	Charity 2025 £	Group 2024 £	Charity 2024 £
Falling due:				
Within 1 year	42,644	42,644	39,788	39,788
1-2 years	46,076	46,076	290,998	290,998
2-5 years	198,099	198,099	130,621	130,621
5+ years	134,995	134,995	-	-
	421,814	421,814	461,407	461,407

The above includes a loan from Scottish Enterprise of £250,000 which is repayable in 78 instalments beginning in January 2026. Interest is charged at 2% per annum, payable monthly.

The above also includes a loan from Social Investment Scotland (SIS) of £250,000 which is repayable in 87 instalments beginning January 2024. Interest is charged at 3% per annum, payable monthly.

23. Analysis of charitable funds – Group

Analysis of Fund movements	As at 1 January 2025 £	Income £	Expenditure £	As at 31 December 2025 £
Unrestricted Funds:				
General funds	(459,471)	1,305,223	1,295,236	(449,484)
Total Unrestricted funds	(459,471)	1,305,223	1,295,236	(449,484)
Restricted funds	-	-	-	-
Total restricted funds	-	-	-	-
TOTAL FUNDS	(459,471)	1,305,223	1,295,236	(449,484)

Analysis of Fund movements	As at 1 January 2024 £	Income £	Expenditure £	As at 31 December 2024 £
Unrestricted Funds:				
General funds	(472,483)	1,427,166	(1,414,154)	(459,471)
Total Unrestricted funds	(472,483)	1,427,166	(1,414,154)	(459,471)
Restricted funds	-	-	-	-
Total restricted funds	-	-	-	-
TOTAL FUNDS	(472,483)	1,427,166	(1,414,154)	(459,471)

The unrestricted funds are available to be spent for any of the purposes of the charity.

General Fund
This represents funds to operate the core objectives of the charity.

24. Net assets over funds – Group

As at 31 December 2025:	Unrestricted Funds £	Restricted Funds £	Total 2025 £
Tangible Fixed assets	6,056	-	6,056
Debtors	57,240	-	57,240
Bank & Cash	67,377	-	67,377
Creditors due within one year	(200,987)	-	(200,987)
Creditors due over one year	(379,170)	-	(379,170)
	(449,484)		(449,484)

24. Net assets over funds – Group (continued)

As at 31 December 2024:	Unrestricted Funds £	Restricted Funds £	Total 2024 £
Tangible Fixed assets	7,124	-	7,124
Debtors	30,583	-	30,583
Bank & Cash	130,105	-	130,105
Creditors due within one year	(205,664)	-	(205,664)
Creditors due over one year	(421,619)	-	(421,619)
	(459,471)	-	(459,471)

25. Reconciliation of net income/(expenditure) to net cash flow from operating activities

	Group 2025 £	Charity 2025 £	Group 2024 £	Charity 2024 £
Net income/(expenditure) for the year per the statement of financial activities	9,987	(8,439)	13,012	21,225
Adjustments for:				
Loan interest	10,276	10,276	11,287	11,287
Investment income received	-	-	(5)	(5)
Depreciation charges	2,951	1,798	3,142	1,708
(Increase)/Decrease in debtors	(26,657)	(32,025)	67,586	1,953
(Decrease)/increase in creditors	(7,533)	25,518	(281,202)	24,179
Net cash (used in)/provided by operating activities	(10,976)	(2,872)	(186,180)	60,347

26. Analysis of cash and cash equivalents

	Group 2025 £	Charity 2025 £	Group 2024 £	Charity 2024 £
Cash at bank and in hand	67,377	57,479	130,105	112,103
Total cash and cash equivalents	67,377	57,479	130,105	112,103

27. Judgements and key sources of estimation and uncertainty

In the application of the company's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Depreciation
Fixed assets are depreciated over the useful life of assets. The useful life of the fixed assets are based on the knowledge of senior management, with reference to the assets expected useful life.

Allocation of expenditure between activities
Support costs are allocated between charitable activities and governance based on the time spent by senior management on undertaking the charity's activities.

Going Concern
At the time of approving the financial statements, the Trustees have a reasonable expectation that the group has adequate resource to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.