Registered number: 07335469
Charity numbers: 1140754 & SC043081

THE A21 CAMPAIGN LIMITED

(A company limited by guarantee)

UNAUDITED

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025

THE A21 CAMPAIGN LIMITED

(A company limited by guarantee)

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THE A21 CAMPAIGN LIMITED

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITABLE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 DECEMBER 2025

Trustees	L Vaughan-Biggers N J Caine J A Horn L J Jackson (resigned 5 November 2025) S D Jeffs
Company registered number	07335469
Charity registered numbers	1140754 and SC043081
Registered office	R+ Building 2 Blagrave Street Reading Berkshire RG1 1AZ
Company secretary	J White
Independent Examiners	Crowe U.K. LLP Chartered Accountants R+ Building 2 Blagrave Street Reading Berkshire RG1 1AZ
Bankers	Barclays Bank 20 Fulham Broadway London SW6 1AH

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2025

The Trustees present their annual report together with the financial statements of the The A21 Campaign Limited for the year 1 January 2025 to 31 December 2025. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

The Charitable Company is part of a global network of A21 Campaign (A21) charities operational in 13 countries.

Since the Charitable Company qualifies as small under section 382 of the Companies Act 2006, the Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

a. Policies and objectives

The principal objective of the Charitable Company is to combat human trafficking and exploitation and support those affected by it. A21 works globally through a comprehensive strategy focused on Reach, Recover and Restore, addressing human trafficking through prevention and awareness, identification and intervention, and survivor support.

Through education, public awareness campaigns, professional training and strategic partnerships, A21 works to reduce vulnerability to exploitation and equip individuals and communities to recognise and respond to human trafficking. A21 also works alongside law enforcement, government agencies and frontline professionals to strengthen identification and intervention, while supporting survivors through services designed to promote safety, recovery and long-term independence.

Through its global programmes, partnerships and network of supporters, A21 is committed to creating a world where human trafficking is prevented, vulnerable people are protected, victims are identified and supported, perpetrators are held accountable, and survivors are empowered to rebuild their lives in freedom.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

Achievements and performance

a. Main achievements of the Charitable Company

2025 was a year of significant growth, transition and impact for A21 UK. Despite ongoing financial constraints and limited staff capacity, the organisation expanded its reach across awareness, prevention, professional training, church engagement and corporate partnerships, while also launching a new Mobilisation strategy designed to move supporters from awareness into meaningful, long-term action.

A major focus throughout the year was the Global Freedom Summit (GFS), which replaced Walk for Freedom as A21's primary global awareness initiative. The Summit focused on online child sexual exploitation and provided individuals, churches, businesses and communities with practical information to help identify, report and prevent exploitation. In the UK, A21 hosted a flagship cinema screening followed by a live panel featuring experts from law enforcement, the Home Office and the education sector. Feedback from attendees was extremely positive, particularly around the impact of the Can You See Me? film and expert panel.

The Can You See Me? (CYSM) campaign also achieved significant national visibility. On World Day Against Trafficking in Persons, Heathrow, Gatwick, Manchester and Stansted airports relaunched the campaign through digital terminal takeovers, awareness stands and public engagement. A21 teams were present at Heathrow and Gatwick, engaging hundreds of travellers and distributing prevention and awareness resources. Later in the year, Manchester and Leeds Airports also displayed CYSM across digital screens for Anti-Slavery Day, with further interest from Stansted in incorporating the resources into staff training.

Professional training and frontline engagement continued to strengthen throughout the year. A21 delivered a number of training sessions across airports, Border Force and law enforcement, equipping frontline professionals to better identify and respond to potential trafficking cases. This included training at Gatwick Airport, Stansted Airport Border Force and Sussex Police, alongside continued collaboration with key public-sector partners. A21 was also invited to participate in a joint event hosted by Border Force's Safeguarding & Modern Slavery Team and the Modern Slavery & Organised Immigration Crime Unit, marking ten years since the Modern Slavery Act.

Corporate partnerships grew significantly during 2025. BCD Travel's Run for Freedom campaign and wider partnership generated more than £150,000 for A21, with more than 100 employees taking part and a further network of businesses contributing to the campaign. Partnerships also further developed with organisations including Dr. Martens, Holos, Brambles and Phoenix Events, while new conversations were initiated with Aston Martin F1 and Wates Construction. Brambles incorporated A21 training resources into its employee induction process, demonstrating how corporate partnerships can contribute to long-term prevention as well as fundraising.

Church and community engagement also continued to grow. At Hillsong UK's Sisterhood United Day, more than 900 giving cards were distributed, resulting in 92 new donations and several new monthly supporters. A21 also engaged more than 5,000 attendees at Hillsong Europe Conference.

The Christmas Hampers of Hope campaign continued to provide practical support to survivors and partner shelters. With support from Dr. Martens, HTB Church and Hillsong Church, 70 hampers and baby packs were packed and distributed to shelters across London.

Achievements and performance (continued)

b. Key performance indicators

Key highlights include:

- Global Freedom Summit flagship UK screening, including a live expert panel with representatives from law enforcement, the Home Office and education.
- CYSM campaigns activated across major UK airports, including Heathrow, Gatwick, Manchester, Stansted and Leeds.
- Multiple paid professional trainings were delivered, including Stansted Airport Border Force and Sussex Police.
- More than £150,000 raised through the BCD Travel partnership and associated business network.
- 900 giving cards distributed at Hillsong UK, resulting in 92 new donations and several new monthly supporters.
- More than 5,000 people reached at Hillsong Europe Conference.
- 70 Christmas hampers and baby packs prepared for survivors and shelters across London.
- City of London School selected A21 as its Charity of the Year for 2026, with an initial fundraising target of £100,000.

c. Review of activities

The year’s activities spanned awareness, prevention, professional training, church and community engagement, corporate partnerships and practical survivor support.

Public awareness activity was particularly strong across the UK transport sector. The Can You See Me? campaign was activated across several of the country’s largest airports, combining digital advertising with face-to-face awareness activity. This work strengthened A21’s relationships with airports, Border Force and law enforcement while placing trafficking prevention information in front of large public audiences.

Professional engagement also continued to develop, with training delivered to airport personnel, Border Force and police. A21’s participation in the Yorkshire Serious Organised Crime Conference provided an additional opportunity to share expertise on online child exploitation and prevention with more than 50 government and law enforcement officials.

The Global Freedom Summit created a new platform for awareness and engagement, enabling A21 to reconnect with existing supporters while creating new relationships with churches, businesses and individuals. Tailored resources were developed to make hosting accessible across different settings and to help move participants from awareness towards practical action.

Church, corporate and community partnerships continued to provide important pathways for both awareness and income generation. Relationships with Hillsong UK, Every Nation Church, BCD Travel, Dr. Martens and other organisations enabled A21 to combine fundraising with education, employee engagement, volunteering and prevention activity.

Achievements and performance (continued)

d. Factors relevant to achieve objectives

The most significant factors affecting progress in 2025 were ongoing financial constraints and limited staff capacity. The absence of a dedicated UK Advancement team placed additional pressure on the Mobilisation function, particularly as the number of corporate, church and fundraising opportunities continued to grow.

Despite these constraints, the launch of the Mobilisation department provided greater structure around partner engagement, stewardship and long-term relationship development. New reporting rhythms, CRM improvements, partnership trackers and engagement pathways were introduced to strengthen accountability and ensure opportunities could be managed more strategically.

Close collaboration with global Advancement, Communications and Operations teams also helped maintain momentum despite limited UK capacity. This enabled the team to continue developing partnerships, resources and income-generating opportunities while strengthening A21’s visibility across churches, businesses, airports and public-sector networks.

e. Fundraising activities and income generation

Corporate and church partnerships became increasingly important sources of income and fundraising engagement during 2025.

BCD Travel represented one of the most significant developments. Its Run for Freedom challenge and Freedom Forward pledge mobilised more than 100 employees and generated more than £150,000 in donations through BCD and its wider business network. The partnership demonstrated the potential for corporate engagement to generate both significant income and wider awareness of A21’s mission.

Hillsong UK also generated new financial support, with 900 giving cards distributed during Sisterhood United Day resulting in 92 donations and several new monthly supporters. Phoenix Events provided sponsorship towards the UK Global Freedom Summit, while Dr. Martens, Holos and other partners contributed through financial support, in-kind giving and volunteering.

Paid professional training also created an income-generating pathway for A21 UK. Training was delivered to airport and law enforcement partners, creating a model that combines sustainable income generation with increased frontline capacity to identify and respond to trafficking.

Overall, the deliberate focus on business engagement contributed to a significant uplift in UK revenue during 2025, demonstrating the potential of combining relational partnership development with fundraising, awareness and prevention activity.

Achievements and performance (continued)

f. Conclusion

2025 was a year of alignment, activation and growth for A21 UK. Despite financial pressures and limited staff capacity, the charity expanded its reach across airports, law enforcement, churches, businesses and communities, while developing new and sustainable pathways for engagement and income generation.

Through the Global Freedom Summit, Can You See Me? campaigns, professional training, corporate partnerships, church engagement and survivor support, A21 UK continued to advance its mission of ending human trafficking and modern slavery.

The year also demonstrated the value of moving beyond one-off awareness towards long-term partnership. The foundations, relationships and systems developed throughout 2025 have positioned A21 UK to build on this momentum and expand its impact further in 2026.

Financial review

a. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charitable Company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

b. Financial performance review

Total incoming resources for 2025 decreased by 4% to £450,589 *(2024: £467,669)*.

Total expenditure for 2025 decreased by 20% to £452,796 *(2024: £562,937)*.

The impact of these changes was a net deficit for the year of £2,207. Total funds fell to £(17,518) *(2024: £(15,311))*, while total cash decreased by 11% to £27,929 *(2024: £31,378*).

c. Reserves, investment policy and risk review

The Trustees acknowledge that the Charitable Company reported a deficit of £2,207 for 2025, with total funds falling to £(17,518) *(2024: £(15,311))*. Reserves remain below the charity's policy target.

It remains the charity's policy to rebuild reserves over time to a prudent level, aiming for at least three months of core operating costs. Expenditure will be carefully controlled, and opportunities to increase income will be actively pursued to strengthen financial stability while ensuring the continuity of essential services.

d. Sources of funding and nature of expenditure

The principal source of funding is donations. Donations totalled £450,113 in 2025 and represented 99.9% of total incoming resources. Expenditure is focused on the three core activities that constitute our efforts in achieving the overall objective of abolishing the injustice of human trafficking: Reach, Recover and Restore. Direct support to international A21 operations totalled £207,621, with the remaining expenditure supporting programme delivery, fundraising and administration activities vital to ensuring the Charitable Company can operate effectively.

Structure, governance and management

a. Constitution

The A21 Campaign Limited is registered as a charitable company limited by guarantee and is governed by its Memorandum of Association.

b. Methods of appointment or election of Trustees

All Directors of the Company are also Trustees of the Charity and there are no other Trustees. At each Annual General Meeting, one-third of the Directors (the longest serving) are obliged to retire from office. Each Director retiring is eligible for re-election. The Board has the power to appoint additional Directors; any Director co-opted during the year must stand for election at the next annual general meeting. Trustees with relevant experience or expertise are sought through canvassing and newly appointed Trustees are provided with relevant training where required.

c. Organisation

The Charity was managed and run during the year by a team of staff and volunteers. Strategic, financial, and technical management is exercised by the Directors and the A21 Global Management Team. No key management personnel were employed by The A21 Campaign Limited.

d. Pay policy for key management personnel

No key global management personnel were employed by The A21 Campaign Limited.

e. Related party relationships

The Trustees consider the related parties to be those listed in note 23, who form part of the wider global A21 network.

f. Trustees' indemnities

There were no qualifying third-party indemnities in place during the year.

g. Risk management

The Trustees have a duty to identify and review the risks to which the Charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

The Trustees have assessed the major risks to which the Charity is exposed, in particular those related to the operations and finances of the Charity, and are satisfied that systems are in place to manage our exposure to the major risks.

Plans for future periods

Looking ahead, A21 UK will build on the growth and partnerships established throughout 2025, with a continued focus on prevention, professional training, strategic partnerships and sustainable income generation. A key priority will be strengthening the systems and resources that enable A21 to expand its reach while operating effectively within current capacity.

A21 will continue to develop its relationships with airports, law enforcement, Border Force and other frontline organisations across the UK. Professional training will remain an important part of this work, with a focus on equipping those working in high-risk environments to recognise the indicators of human trafficking and respond appropriately. The development of paid professional training will also provide an opportunity to create a more sustainable model for delivering this work at scale.

The Can You See Me? (CYSM) campaign will remain a central prevention and awareness tool. Following successful activations across major UK airports in 2025, A21 will seek to deepen existing airport partnerships, expand the use of campaign materials and connect public awareness activity with professional training wherever possible. Updated resources will also make it easier for airports, businesses and other organisations to incorporate CYSM into their own awareness and training programmes.

A21 UK will continue to strengthen engagement with churches, businesses and communities, creating clear and accessible pathways for organisations and individuals to participate in the mission. The new partnership with City of London School will be a particular focus, alongside continued development of church partnerships and opportunities to engage young people in awareness, prevention and fundraising.

Corporate partnerships and fundraising will also remain a significant area of focus. Building on the success of partnerships such as BCD Travel, A21 will seek to develop more long-term relationships that combine financial support with employee engagement, professional training, awareness and advocacy. New fundraising pathways, including sporting challenges and community-led initiatives, will provide further opportunities for individuals and businesses to raise funds and participate practically in A21’s work.

The Global Freedom Summit will remain a key annual mobilisation initiative in 2026. Building on the reach and engagement achieved in 2025, A21 will develop a refreshed Summit focused on equipping individuals, churches, businesses and communities to understand human trafficking and take meaningful action. Supporting resources will continue to make the Summit accessible for hosts across a variety of settings and create pathways from awareness into longer-term engagement with A21.

Alongside external activity, A21 UK will continue to strengthen its internal systems, partnership stewardship and fundraising capacity to support sustainable growth. With increasing opportunities across corporate, church, airport and community engagement, ensuring that relationships are effectively managed and developed will be an important priority for the year ahead.

Through these initiatives, A21 UK will continue to focus on prevention, identification, partnership and sustainable growth, equipping more people and organisations to recognise exploitation, respond effectively and play an active role in the fight against human trafficking.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2025

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the Charitable Company for the purposes of company law) are responsible for preparing the Trustees' 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. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charitable Company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 Charitable Company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charitable Company's transactions and 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.

Approved by order of the members of the board of Trustees and signed on their behalf by:

.....
N J Caine

Date: 28th Sep 2026

INDEPENDENT EXAMINER'S REPORT
FOR THE YEAR ENDED 31 DECEMBER 2025

Independent Examiner's Report to the Trustees of The A21 Campaign Limited ('the Charitable Company')

I report to the charity Trustees on my examination of the accounts of the Charitable Company for the year ended 31 December 2025.

Responsibilities and Basis of Report

As the Trustees of the Charitable Company (and its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Charities and Trustee Investment (Scotland) Act 2005 ('the 2005 Act'), the Charities Accounts (Scotland) Regulations 2006 (as amended) ('the 2006 Accounts Regulations') and the Companies Act 2006 ('the 2006 Act'). You are satisfied that the accounts of the Charitable Company are not required by charity or company law to be audited and have chosen instead to have an independent examination.

Having satisfied myself that the accounts of the Charitable Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the Charitable Company's accounts carried out under section 44(1)(c) of the 2005 Act and section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the requirements of Regulation 11 of the 2006 Accounts Regulations and the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent Examiner's Statement

Since the Charitable Company is required by company law to prepare its accounts on an accruals basis and is registered as a charity in Scotland your examiner must be a member of a body listed in Regulation 11(2) of the 2006 Accounts Regulations. I can confirm that I am qualified to undertake the examination because I am a registered member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

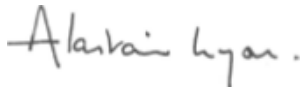
1. accounting records were not kept in respect of the Charitable Company as required by section 386 of the 2006 Act and Regulation 4 of the 2006 Accounts Regulations; or
2. the accounts do not accord with those records and with the accounting requirements of Regulation 8 of the 2006 Accounts Regulations; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

This report is made solely to the Charitable Company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008 and Regulation 11 of the Charities Accounts (Scotland)

INDEPENDENT EXAMINER'S REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2025

Regulations 2006. My work has been undertaken so that I might state to the Charitable Company's Trustees those matters I am required to state to them in an Independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charitable Company and the Charitable Company's Trustees as a body, for my work or for this report.



Signed: Date: 28 September 2026

Alastair Lyon

Crowe U.K. LLP
Chartered Accountants
R+ Building
2 Blagrave Street
Reading
Berkshire
RG1 1AZ

THE A21 CAMPAIGN LIMITED

(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	*Total funds 2024 £*
Income from:					
Donations and legacies	3	**444,304**	**5,809**	**450,113**	*467,212*
Other trading activities	4	**474**	**-**	**474**	*440*
Investments	5	**2**	**-**	**2**	*17*
Total income		**444,780**	**5,809**	**450,589**	*467,669*
Expenditure on:					
Raising funds	6	**3,235**	**-**	**3,235**	*62,471*
Charitable activities	7	**443,752**	**5,809**	**449,561**	*500,466*
Total expenditure		**446,987**	**5,809**	**452,796**	*562,937*
Net movement in funds		**(2,207)**	**-**	**(2,207)**	*(95,268)*
Reconciliation of funds:					
Total funds brought forward		**(15,311)**	**-**	**(15,311)**	*79,957*
Net movement in funds		**(2,207)**	**-**	**(2,207)**	*(95,268)*
Total funds carried forward		**(17,518)**	**-**	**(17,518)**	*(15,311)*

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

The notes on pages 15 to 32 form part of these financial statements.

THE A21 CAMPAIGN LIMITED

(A company limited by guarantee)
REGISTERED NUMBER: 07335469

BALANCE SHEET
AS AT 31 DECEMBER 2025

	Note		2025 £		*2024 £*
Fixed assets					
Intangible assets	13		**480**		*720*
Tangible assets	14		**3,335**		*-*
			3,815		*720*
Current assets					
Stocks	15	**3,020**		*3,294*	
Debtors	16	**12,658**		*13,930*	
Cash at bank and in hand		**27,929**		*31,378*	
		43,607		*48,602*	
Current liabilities					
Creditors: amounts falling due within one year	17	**(64,940)**		*(64,633)*	
Net current liabilities			**(21,333)**		*(16,031)*
Total assets less current liabilities			**(17,518)**		*(15,311)*
Net liabilities excluding pension asset			**(17,518)**		*(15,311)*
Total net assets			**(17,518)**		*(15,311)*
Charity funds					
Restricted funds	19		**-**		*-*
Unrestricted funds	19		**(17,518)**		*(15,311)*
Total funds			**(17,518)**		*(15,311)*

The Charitable Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

BALANCE SHEET (CONTINUED)
AS AT 31 DECEMBER 2025

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

.....
N J Caine

Date: 28th Sep 2026

The notes on pages 15 to 32 form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

1. General information

The Charity is a company limited by guarantee, registered in England, Scotland and Wales. The Charitable Company does not have share capital and each of the members is liable to contribute an amount not exceeding £10 towards the assets of the Charity in the event of liquidation. The registered address of the Charity is given on the Reference and Administrative Details page.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The accounts have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following 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).

These accounts do not include the results of the dormant subsidiary on the grounds of immateriality.

The financial statements are prepared in pound sterling (£) and the figures are rounded to the nearest £1.

The A21 Campaign LimitedThe A21 Campaign Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Income

All income is recognised once the Charitable Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

2.3 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

2. Accounting policies (continued)

2.3 Expenditure (continued)

Expenditure on raising funds includes all expenditure incurred by the Charitable Company to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charitable Company's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.4 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charitable Company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.5 Intangible assets and amortisation

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

Amortisation is provided on the following basis:

Development expenditure	-	5 % straight line

2.6 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, .

Depreciation is provided on the following basis:

Computer equipment	-	25% on cost

2.7 Stocks

Stocks are valued at the lower of cost and net realisable value.

2. Accounting policies (continued)

2.8 Debtors

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

2.9 Cash at bank and in hand

Cash at bank and 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.

2.10 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charitable Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

2.11 Financial instruments

The Charitable Company 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.

2.12 Operating leases

Rentals paid under operating leases are charged to the Statement of financial activities on a straight-line basis over the lease term.

2.13 Pensions

The Charitable Company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charitable Company to the fund in respect of the year.

2. Accounting policies (continued)

2.14 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charitable Company and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charitable Company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

3. Income from donations and legacies

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £
Donations			
General Donations	373,138	5,809	**378,947**
Other Income from Associated and Connected Entities	71,166	-	**71,166**
Total 2025	444,304	5,809	**450,113**

	Unrestricted funds 2024 £	*Total funds 2024 £*
Donations		
General Donations	*364,404*	*364,404*
Gift Aid	*28,882*	*28,882*
Walk for Freedom	*3,193*	*3,193*
Global Freedom Summit	*3,876*	*3,876*
Monthly Support	*66,857*	*66,857*
Total 2024	*467,212*	*467,212*

4. Income from other trading activities

Income from fundraising events

	Unrestricted funds 2025 £	Total funds 2025 £
Sale of promotional items	474	**474**

	Unrestricted funds 2024 £	*Total funds 2024 £*
Sale of promotional items	*440*	*440*

5. Investment income

	Unrestricted funds 2025 £	Total funds 2025 £
Interest receivable	2	**2**

	Unrestricted funds 2024 £	*Total funds 2024 £*
Interest receivable	*17*	*17*

6. Expenditure on raising funds

Fundraising trading expenses

	Unrestricted funds 2025 £	Total funds 2025 £
Fundraising & donor support - other direct costs	3,235	**3,235**

	Unrestricted funds 2024 £	*Total funds 2024 £*
Fundraising & donor support - other direct costs	*26,581*	*26,581*
Cost of sales	*47*	*47*
Support costs - wages	*35,843*	*35,843*
	62,471	*62,471*

7. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £
Reach	199,284	-	**199,284**
Recover	136,657	5,809	**142,466**
Restore	107,811	-	**107,811**
	443,752	5,809	**449,561**

7. Analysis of expenditure on charitable activities (continued)

Summary by fund type (continued)

	Unrestricted funds 2024 £	*Total 2024 £*
Reach	*183,449*	*183,449*
Recover	*317,017*	*317,017*
	500,466	*500,466*

8. Analysis of expenditure by activities

	Activities undertaken directly 2025 £	**Support costs 2025 £**	**Total funds 2025 £**
Reach	81,486	117,800	**199,286**
Recover	142,464	-	**142,464**
Restore	107,811	-	**107,811**
	331,761	117,800	**449,561**

	Activities undertaken directly 2024 £	*Support costs 2024 £*	*Total funds 2024 £*
Reach	*94,939*	*88,510*	*183,449*
Recover	*302,017*	*15,000*	*317,017*
	396,956	*103,510*	*500,466*

8. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Reach 2025 £	Recover 2025 £	Restore 2025 £	Total funds 2025 £
Staff costs	65,754	-	-	**65,754**
Other direct costs	15,732	142,464	107,811	**266,007**
	81,486	142,464	107,811	**331,761**

	Reach 2024 £	*Recover 2024 £*	*Restore 2024 £*	*Total funds 2024 £*
Staff costs	*-*	*301,856*	-	*301,856*
Other direct costs	*94,939*	*161*	-	*95,100*
	94,939	*302,017*	-	*396,956*

8. Analysis of expenditure by activities (continued)

Analysis of support costs

	Reach 2025 £	Recover 2025 £	Total funds 2025 £
Depreciation	382	-	**382**
Contractor	16,915	-	**16,915**
Office costs	55,466	-	**55,466**
Staff training and development	1,063	-	**1,063**
Bank and Merchant fees	4,518	-	**4,518**
Insurance	1,633	-	**1,633**
General expenses	4,106	-	**4,106**
(Gain)/loss on disposal of assets	(753)	-	**(753)**
Independent examination	19,665	-	**19,665**
Accountancy	1,642	-	**1,642**
Legal fees	13,790	-	**13,790**
Forex	(627)	-	**(627)**
	117,800	-	**117,800**

Included in support costs are governance costs of £19,665 *(2024: £22,592)*.

8. Analysis of expenditure by activities (continued)

Analysis of support costs (continued)

	Reach 2024 £	*Recover 2024 £*	*Total funds 2024 £*
Depreciation	*240*	*-*	*240*
Contractor	*-*	*15,000*	*15,000*
Office costs	*52,401*	*-*	*52,401*
Staff training and development	*5,061*	*-*	*5,061*
Bank and Merchant fees	*5,091*	*-*	*5,091*
Insurance	*2,333*	*-*	*2,333*
General expenses	*792*	*-*	*792*
Independent examination	*10,505*	*-*	*10,505*
Accountancy	*1,630*	*-*	*1,630*
Legal fees	*6,209*	*-*	*6,209*
Forex	*4,248*	*-*	*4,248*
	88,510	*15,000*	*103,510*

9. Independent examiner's remuneration

	2025 £	*2024 £*
Fees payable to the Charitable Company's independent examiner for the independent examination of the Charitable Company's annual accounts	**8,200**	*7,800*

10. Staff costs

	2025 £	*2024 £*
Wages and salaries	**50,237**	*302,712*
Social security costs	**4,036**	*20,137*
Contribution to defined contribution pension schemes	**11,481**	*14,850*
	65,754	*337,699*

10. Staff costs (continued)

The average number of persons employed by the Charitable Company during the year was as follows:

	2025 No.	*2024 No.*
Employees	**5**	*8*

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2025 No.	*2024 No.*
In the band £70,001 - £80,000	**1**	*1*

The total employee benefits of the Key Management Personnel of the Charitable Company were £Nil *(2024: £Nil)*.

11. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2024 - £NIL)*.

During the year ended 31 December 2025, no Trustee expenses have been incurred *(2024 - £NIL)*.

12. Investments in subsidiary

The Charitable Company owns 100% of the ordinary share capital in A21 UK (Holdings) Limited. The value of the shareholding is £1 and the company is incorporated in the United Kingdom and registered at R+ Building, 2 Blagrave Street, Reading, RG1 1AZ. The company has been dormant in the current and previous financial year.

13. Intangible assets

	Development £
Cost	
At 1 January 2025	**4,807**
At 31 December 2025	**4,807**
Amortisation	
At 1 January 2025	**4,087**
Charge for the year	**240**
At 31 December 2025	**4,327**
Net book value	
At 31 December 2025	**480**
At 31 December 2024	*720*

14. Tangible fixed assets

	Computer equipment £
Cost or valuation	
Additions	**3,477**
At 31 December 2025	**3,477**
Depreciation	
Charge for the year	**142**
At 31 December 2025	**142**
Net book value	
At 31 December 2025	**3,335**
At 31 December 2024	*-*

15. Stocks

	2025 £	*2024 £*
Finished goods and goods for resale	**3,020**	*3,294*

16. Debtors

	2025 £	*2024 £*
Due within one year		
Trade debtors	**650**	*475*
Other debtors	**9,706**	*11,822*
Prepayments and accrued income	**2,302**	*1,633*
	12,658	*13,930*

17. Creditors: Amounts falling due within one year

	2025 £	*2024* *£*
Trade creditors	**31,649**	*31,274*
Amounts owed to associated undertakings	**16,309**	*10,398*
Other taxation and social security	**7,819**	*15,162*
Other creditors	**963**	*-*
Accruals and deferred income	**8,200**	*7,799*
	64,940	*64,633*

Amounts owed to associated undertakings are interest free and repayable on demand.

18. Financial instruments

	2025 £	*2024* *£*
Financial assets		
Financial assets measured at fair value through income and expenditure	**27,929**	*31,378*

Financial assets measured at fair value through income and expenditure comprise cash at bank and in hand.

19. Statement of funds

Statement of funds - current year

	Balance at 1 January 2025 £	Income £	Expenditure £	Balance at 31 December 2025 £
Unrestricted funds				
General Funds - all funds	**(15,311)**	**444,780**	**(446,987)**	**(17,518)**
Restricted funds				
Restricted Funds - all funds	**-**	**5,809**	**(5,809)**	**-**
Total of funds	**(15,311)**	**450,589**	**(452,796)**	**(17,518)**

Statement of funds - prior year

	Balance at 1 January 2024 £	*Income £*	*Expenditure £*	*Balance at 31 December 2024 £*
Unrestricted funds				
General Funds - all funds	*79,957*	*467,669*	*(562,937)*	*(15,311)*

20. Summary of funds

Summary of funds - current year

	Balance at 1 January 2025 £	Income £	Expenditure £	Balance at 31 December 2025 £
General funds	**(15,311)**	**444,780**	**(446,987)**	**(17,518)**
Restricted funds	**-**	**5,809**	**(5,809)**	**-**
	(15,311)	**450,589**	**(452,796)**	**(17,518)**

Summary of funds - prior year

	Balance at 1 January 2024 £	*Income £*	*Expenditure £*	*Balance at 31 December 2024 £*
General funds	*79,957*	*467,669*	*(562,937)*	*(15,311)*

21. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2025 £	Total funds 2025 £
Tangible fixed assets	3,335	**3,335**
Intangible fixed assets	480	**480**
Current assets	43,607	**43,607**
Creditors due within one year	(64,940)	**(64,940)**
Total	(17,518)	**(17,518)**

21. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Unrestricted funds 2024 £	*Total funds 2024* £
Intangible fixed assets	*720*	*720*
Current assets	*48,602*	*48,602*
Creditors due within one year	*(64,633)*	*(64,633)*
Total	*(15,311)*	*(15,311)*

22. Pension commitments

The Charitable Company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Charitable Company in an independently administered fund. The pension cost charge represents contributions payable by the Charitable Company to the fund and amounted to £11,481 *(2024 - £8,341)*. Contributions of £963 *(2024 - £Nil)* were payable to the fund at the reporting date.

23. Operating lease commitments

At 31 December 2025 the Charitable Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2025 £	*2024* £
Not later than 1 year	**31,941**	*32,330*

24. Related party transactions

All related parties listed below are entities that have been established to help achieve the overall principal activity of the A21 Campaign globally.

The entities listed below all have at least one common board Director with The A21 Campaign Limited. The A21 campaigns in Australia, Greece, Spain, Norway, South Africa, Bulgaria and Ukraine are significantly influenced and support is often provided by The A21 Campaign Limited.

	Income 2025 £	**Expenditure 2025 £**	**Income 2024 £**	*Expenditure 2024 £*
A21 – Abolishing Injustice in the 21st Century (Greece)	**-**	**65,113**	**-**	*25,532*
Fundación A21 Spain	**25,357**	**137,618**	**-**	*-*
The A21 Bulgaria Foundation	**-**	**39,369**	**-**	*-*
The A21 Campaign (Australia)	**15,223**	**-**	**-**	*-*
The A21 Campaign (South Africa)	**-**	**-**	**-**	*1,125*
The A21 Ukraine Foundation	**-**	**236**	**-**	*658*
The A21 Campaign (Norway)	**30,586**	**121**	**-**	*-*
The A21 Campaign (Thailand)	**-**	**-**	**-**	*2,288*
The A21 Campaign, Inc. (USA)	**-**	**1,679**	**-**	*-*
	71,166	**244,136**	**-**	*29,603*

Amounts of £16,309 were owed to A21 USA at the year end *(2024: £10,398*).

All related party expenditure relates to payments to and or on behalf of the related party. All related party income relates to receipts from the related party.