Annual Report and Financial Statements

INTEGRITY ACTION

Financial Year **2025/2026**

25/26



Company Registration No: **04884328** (England and Wales)

Charity Registration No: **1120927**

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Welcome note from our Chair Gail Klintworth



"We are committed to ensuring that people have the voice, evidence and power to demand integrity from the institutions they depend on, and that development investments deliver real, tangible benefits for the communities they are intended to serve."

Dear Stakeholders,

This year has once again demonstrated why citizen voice, transparency and accountability matter. Across the world, communities are being asked to place their trust in development investments, public services and climate action that can profoundly affect their lives. Yet too often, the people who depend on these investments have the least say in whether they work.

At Integrity Action, we believe this has to change.

We are committed to ensuring that people have the voice, evidence and power to demand integrity from the institutions they depend on, and that development investments deliver real, tangible benefits for the communities they are intended to serve.

I am pleased to share three areas where we have made important progress this year:

In Ukraine, we have continued to strengthen the resilience and influence of Ukrainian civil society to deliver better mental health care services to children. Through the Resilience Fund, 17 Ukrainian civil society organisations received more than £1.7 million in grants and capacity strengthening, reaching more than 74,000 children, parents, carers and professionals. The independent evaluation confirmed that this approach is working.

We have also begun VERITAS, an FCDO-funded programme to **strengthen the quality, integrity and accountability of aid in Ukraine**. Importantly, we are piloting a model that puts Ukrainian civil society at the centre of monitoring. We believe local organisations are uniquely placed to understand what is happening in communities and to ensure that citizens' experiences inform decisions about how aid is delivered.

We are taking the same approach into climate action and development finance. As investment in the green transition grows, communities must not be left behind. Our work on community benefit-sharing in voluntary carbon markets is helping advance the principle that carbon projects must deliver meaningful benefits for the people affected by them. Climate action will not be sustainable if communities do not see tangible benefits or have a meaningful role in shaping projects.

We see an important opportunity to bring this thinking into development finance institutions (DFIs). DFIs face growing expectations to demonstrate that their investments deliver meaningful environmental and social outcomes, rather than simply complying with processes. Yet traditional audits and reporting can only provide snapshots of what is happening on the ground. Civil society organisations can offer something different: **trusted, continuous and community-level insight into whether investments are actually delivering for people.** We are beginning to explore how this unique form of assurance can complement technical evaluation and audit, helping investors identify emerging risks, understand lived experience and act before problems become entrenched.

This is not about replacing technical assurance. It is about making it stronger by bringing community evidence into the picture.

Our initiative in Tajikistan also reflects this commitment. Through our work on non-communicable diseases, we are supporting efforts to improve access to testing and treatment and strengthen the quality of care.

This is the change we want to see at scale.

On behalf of the Board, I would like to thank our citizen monitors, civil society organisations, staff, partners, and funders for their commitment, courage and trust. It is through this collective effort that we can continue building systems that are more responsive, more inclusive and, ultimately, more worthy of the public's trust.

Yours sincerely,



Gail Klintworth
Chair of the Board of Trustees
Integrity Action

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About Integrity Action



2. About Integrity Action

Too often, the people who depend on public services, development projects and climate investments have the least influence over whether they deliver results. We believe this must change.

Integrity Action works to build societies where citizens are empowered to demand integrity from the institutions they rely on. We place communities at the centre of accountability, helping people ensure that promised services, infrastructure and investments deliver real benefits and that decision-makers respond when they do not.

For more than 20 years, we have partnered with communities and local organisations worldwide to turn citizen voice into practical action. Whether addressing poor-quality infrastructure, inadequate public services or unfulfilled development commitments, we equip citizens with the knowledge, tools and evidence needed to identify problems and engage constructively with those responsible to solve them.

Our approach is collaborative and solution-focused. We believe accountability works best when citizens, civil society, public authorities and other stakeholders work together to address problems rather than assign blame.

And it delivers results. Since 2019, citizens participating in our programmes have monitored more than US$1 billion in public expenditure, infrastructure and services, identifying over 7,500 problems, with more than three quarters resolved. Every issue addressed can lead to meaningful improvements, from better healthcare and education services to stronger infrastructure and increased trust between communities and institutions.

As development and climate finance continue to expand, we believe communities should not be passive recipients of investment but active participants in shaping decisions that affect their lives. We want development and climate finance to deliver for people as well as for the planet through projects that are effective, inclusive and accountable.

Our Vision

is for a just and equitable world, where citizens are empowered and integrity is central to vibrant societies.

Our Mission

is to help build societies in which all citizens can – and do – successfully demand integrity from the institutions they rely on.

Our Operating Principles

- We are bold, and not afraid to question the status quo - or ourselves
- We act responsibly and listen to and act on the views of the people we work with
- We are open about our successes and failures, and open in our engagement with partners and people
- We are constructive, and believe problems can best be solved when everyone's needs are recognised
- We care about impact, and about people - we strive to ensure our work is enjoyable, inclusive and fulfilling for all concerned

About Integrity Action *continued.*

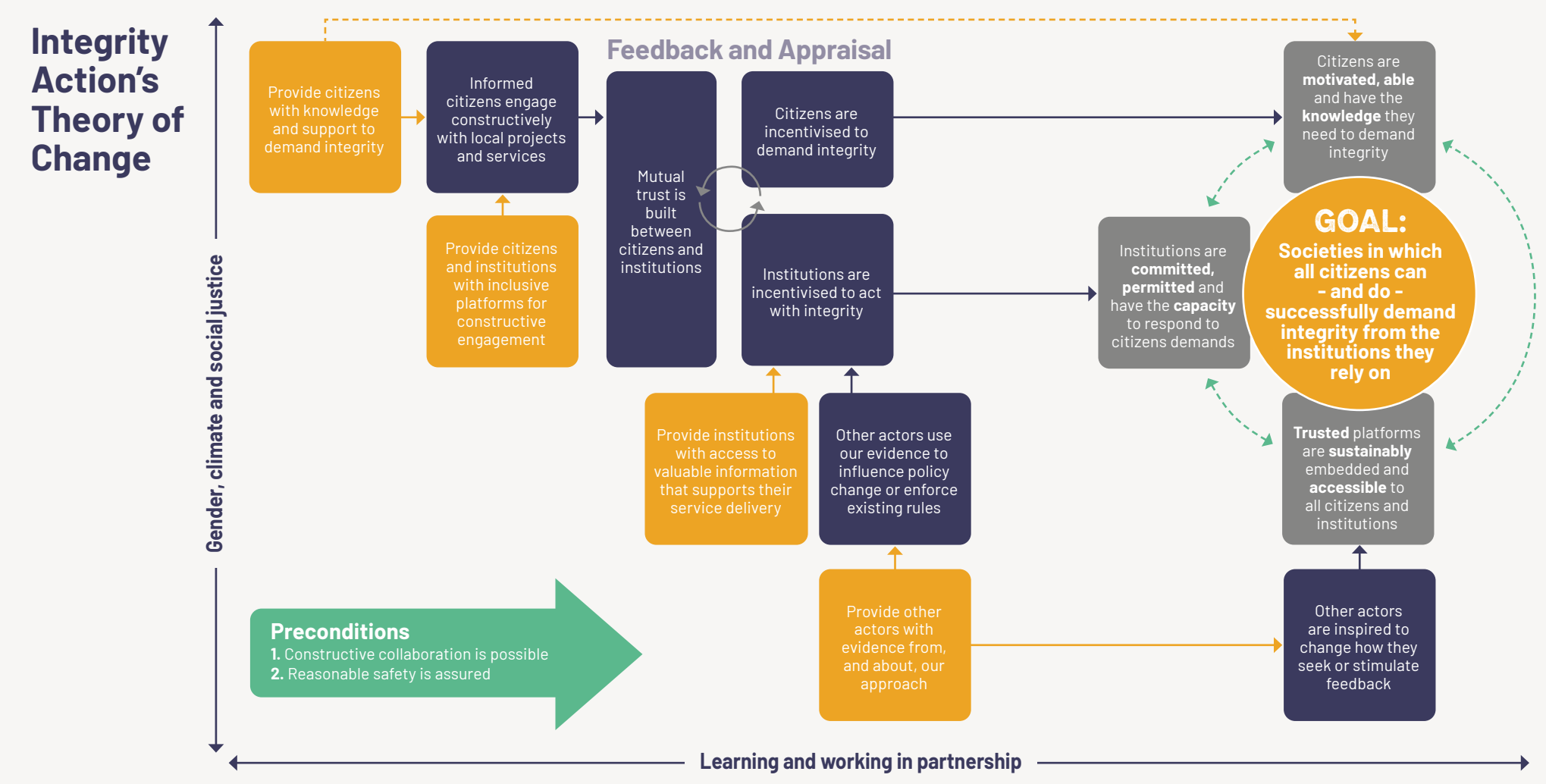
Our work starts with people.

We work alongside communities affected by poverty, exclusion, conflict, climate vulnerability and weak governance, helping them understand commitments, gather evidence, raise concerns and engage decision-makers. We also work with civil society, investors and public institutions to build the relationships, skills and systems that make accountability sustainable.

This is about more than fixing individual problems. It is about shifting who has a voice, who has information and who has the power to influence decisions.

By valuing local knowledge and experience, sharing power and responsibility, and turning evidence into action, we help communities play an active role in shaping the future they want.

Ultimately, we seek lasting change: stronger citizen voice, better decision-making and development investments that deliver meaningful, long-term value for the people they are intended to serve.



3

Activities, Achievements and Impact



3. Activities, Achievements and Impact

Civil Society Strengthening in Ukraine

Integrity Action's work in Ukraine has centered on strengthening the resilience, capability, and influence of Ukrainian civil society organisations (CSOs) at a time when their role is both indispensable and under immense pressure.

Resilience Fund

The Resilience Fund is one of Integrity Action's flagship initiatives in Ukraine, carried out in partnership with Crown Agents Ukraine and designed to strengthen local CSOs so they can better protect children and families affected by the ongoing conflict.

In Phase 2 of the programme, which ran from September 2024 to October 2025, the Fund provided capacity building and funding to 17 Ukrainian CSOs, enabling them to understand the needs and rights of children, their families, and their communities, and to deliver responsive and inclusive initiatives. The support led to measurable improvements both in the organisations' resilience and in children's resilience and wellbeing.

Changes observed include:

- **Improved organisational capacity** among CSOs.
- **Greater alignment between community needs and decision-making processes**
- **Enhanced ability of CSOs to deliver child-centred services,** even under crisis conditions

CSOs supported
54,359 children,
4,367 parents/carers
15,481 professionals
a total of

74,207
Ukrainian people.

The school lessons for middle and high schools on countering online child recruitment — designed by one of the CSOs supported by Integrity Action were approved by the Ministry of Education of Ukraine. They have been delivered nationwide for

2
consecutive school years, in 2024/25 and 2025/26.

17 CSOs supported with grants and capacity strengthening activities worth over

£1.7 million

Capacity-strengthening activities were delivered across

7

strategic organisational realms. Every CSO demonstrated progress.

Activities, Achievements and Impact *continued.*

These changes contribute to a more resilient civil society ecosystem capable of sustaining support for children over the long term.

The Fund is therefore not only a humanitarian response but a strategic investment in Ukraine's civil society infrastructure—helping local organisations build the skills, systems, and confidence needed to protect children during conflict and beyond.

The external evaluation carried out during this phase found this a "highly successful and very timely programme: the right intervention, at the right time, and with the right focus for war-affected children and their caregivers in Ukraine. It is a well-designed and well-implemented mechanism that combines grant support, additional small-scale flexible funds, and a rich organisational development offer, and has been delivered with integrity, flexibility and care by a combined team of Integrity Action and Crown Agents Ukraine, even in the highly challenging context of full-scale war". You can read more about findings of the evaluation on page 15.

Success story from one of our CSO Partners

The Law and Democracy Foundation was established in Lviv in the 1990s and has since worked successfully as a legal aid organisation facilitating access to justice for people with disabilities.

Today, the organisation remains among the very few Ukrainian CSOs operating in this thematic domain. For the team's native city of Lviv, the onset of the full-scale invasion was marked by the arrival of thousands of Ukrainians relocated from the south and east of the country to the relative safety of western Ukraine.

In this context, the organisation identified a growing need for the rehabilitation of one of the most vulnerable groups: children who had fled the horrors of war and were deeply traumatised. Building on its experience of supporting children with disabilities, the team decided to launch children's rehabilitation camps.

With funding and targeted organisational support, the Resilience Fund helped them transform their child rehabilitation camp initiative from a promising idea into a confident, well-structured programme. A total of 100 children (53 girls and 47 boys) took part in these camps, 61 of whom came from frontline regions. The organisation developed a robust **child protection policy**, strengthened its internal systems, and engaged fully in capacity-strengthening activities—especially fundraising, where tailored consultations led to the creation of its first organisational fundraising policy, a milestone for long-term sustainability.

At the same time, the partner significantly improved its **communications**, producing more regular and creative digital content and expanding its reach, with some materials viewed by over 4,000 people. This combined support enabled the organisation to grow in maturity, adapt during implementation, and deliver safer, more effective services for children.

The results of the camps are impressive. Testing showed improvements in more than 70% of children. Anxiety levels decreased in 82% of participants. A sense of support and interaction increased in 85%. Feelings of loneliness decreased in 84% and sleep improved in 82% of participating children.

Activities, Achievements and Impact *continued.*

VERITAS – Verification and Technical Assurance Programme

In May 2026 Integrity Action began work on VERITAS-UKR (Verification and Technical Assurance Programme, Ukraine), an FCDO-funded initiative designed to strengthen the quality, integrity, and accountability of the UK's ODA portfolio in Ukraine. The programme is carried out in consortium with Integrity Global and Niras.

A major innovation in the programme is the **inclusion of a workstream led by Integrity Action which is piloting a model to embed civil society monitoring within the UK's aid portfolio in Ukraine.**

Integrity Action will provide technical guidance on citizen-centred accountability, supporting CSOs to develop robust data collection practices, including safe and ethical engagement with affected people, helping organisations translate monitoring findings into actionable insights for programme implementers and decision-makers, and strengthening CSOs' ability to operate as independent accountability actors.

By investing in civil society monitoring, VERITAS supports a **shift from externally driven verification to citizen-centred accountability**, reinforcing the role of Ukrainian organisations in shaping the integrity and effectiveness of aid.



Equipping a Rehabilitation Centre and building capacity of civil society to protect the rights of veterans in Ukraine

This year, we supported the **Morshin-Prykordonnyk Rehabilitation Centre,** which provides medical, physical and psychosocial rehabilitation to war veterans, injured internally displaced people, and vulnerable women and children.

The Centre previously relied on inefficient electric heating and hot water systems, resulting in periods of closure during winter. With support from **CAID** through funding from the **Pfizer Foundation,** we installed a central heating system, enabling the Centre to operate year-round and at full capacity.

We also partnered with the CSO **Pyaternia** to establish a dedicated art therapy space and deliver art therapy services between September 2025 and February 2026. A total of **275 veterans** undergoing rehabilitation for combat-related injuries participated in sessions combining psychoeducation, group and individual art therapy, specialist consultations and psychodiagnostic techniques.

Reported outcomes included reduced anxiety and emotional tension, increased trust, openness and self-esteem, improved emotional wellbeing, enhanced fine motor skills, and greater confidence among participants. The programme demonstrated the value of art therapy as part of a holistic rehabilitation approach for veterans.

Pyaternia procured equipment and oversaw the renovation of the art therapy space, including the creation of an accessible toilet for people with injuries and disabilities. Veterans and internally displaced people contributed to the refurbishment through the creation of murals, fostering a sense of ownership and belonging.

Completed in January 2026, the space is now a permanent, accessible environment for art therapy and psychological support alongside physical rehabilitation. To support sustainability, two Centre psychologists participated throughout the programme, and Pyaternia provided a methodological guide to enable the continuation of art therapy services beyond the project.

Activities, Achievements and Impact *continued.*

Patient-centered accountability in management of non-communicable diseases in Tajikistan

Non-communicable diseases (NCDs) account for 74% of deaths globally, with nearly three-quarters occurring in low- and middle-income countries, placing significant pressure on health systems and affected families.

In response, Integrity Action, in consortium with PPHF and NGM, is implementing an innovative health systems programme in Tajikistan to **improve access to NCD testing and treatment, strengthen quality of care, and contribute to reducing the burden of disease and premature mortality.**

Since its launch in October 2025, the programme has established a strong foundation for improving the prevention and management of diabetes, hypertension and other chronic conditions. A national launch event in Dushanbe, led by the Deputy Minister of Health, secured high-level government engagement and aligned key stakeholders around a shared agenda for NCD reform.

A Technical Advisory Group bringing together government representatives, technical experts and programme partners was established to provide strategic oversight. The programme has also conducted Net Mapping workshops and a comprehensive situational analysis to assess the NCD landscape, identify key influencers and service delivery challenges, and highlight gaps in coordination and capacity. Together, these activities have generated valuable evidence to inform future interventions and system improvements.

The programme has also begun **strengthening frontline healthcare capacity.** Training packages for primary healthcare doctors, nurses and facility staff have been developed, focusing on early detection, patient education and chronic disease management, helping to improve the consistency and quality of NCD care.

Since July 2026, the programme has moved into its implementation phase, including the large-scale rollout of training, collection of primary data and preparations for expansion. These activities represent an important step towards strengthening NCD prevention, diagnosis and care for communities across Tajikistan.

COMPACT – Strengthening Local Government Accountability in South Africa

COMPACT is a four-year programme co-implemented by Integrity Action, the Public Affairs Research Institute (PARI), and the South African Local Government Association (SALGA), funded by the European Commission. Working with **12 municipalities across six provinces**, the programme aims to make local government more responsive, transparent, and inclusive by improving public participation, strengthening ward committees, and embedding community-based monitoring within municipal systems.

Integrity Action's role in COMPACT has centred on **designing, piloting, and embedding a citizen-based monitoring (CBM) model** within the 2 municipal structures of Kouga and Oudtshoorn. We focused on ensuring that communities—particularly those historically excluded—can meaningfully monitor local government performance and influence service delivery.

Integrity Action trained 40 ward committee members—selected to ensure representation of women, young people, and residents from lower-income areas—as citizen monitors of local government-funded water projects. Using a customised Kobo app, monitors documented issues, shared findings with municipal officials, and engaged directly with responsible departments to resolve problems. This pilot demonstrated that **citizen monitoring can be successfully integrated into municipal systems**, improving transparency and strengthening relationships between communities and local authorities.

To increase sustainability, an institutionalisation guide was also developed to walk local municipalities in South Africa through how to establish and embed citizen-led monitoring.

COMPACT leaves a sustainable legacy of improved participation, collaboration, and oversight across partner municipalities. Read more about what we have learned on partnering directly with local government to deliver citizen-centred accountability mechanisms on page 18.

Activities, Achievements and Impact *continued.*

Projects overview

Unrestricted	Restricted
SIDA – Ambition for Open Citizen Feedback The Swedish International Development Agency is supporting Integrity Action delivering our strategy to achieve the three objectives of: ACHIEVING results for citizens that maximised quality, durability, and inclusivity; AMPLIFYING our programme results, fuel further innovation, and embed citizen centred accountability practices; and, ACCELERATING other actors to mainstream citizen-centred accountability across the sector.	**Resilience Fund/GSK-UBS - Ukraine** The Fund supports Ukrainian CSOs to deliver user-centered mental health and rehabilitation services to children and their carers. The programme is funded by UBS Optimus Foundation, with contributions from GSK and CAID.
	Equipping a Ukrainian rehabilitation centre and building the capacity of civil society to protect the rights of veterans/Ukraine Pfizer healthcare Thanks to a donation from CAID (original funds from Pfizer), we equipped the Morshin Prykordonnyk Rehabilitation Centre with a new heating system and supported a veterans' civil society organization providing arts therapy and building an art centre for veterans.
The William and Flora Hewlett Foundation – Core funding The Hewlett Foundation has provided support for Integrity Action's core costs, enabling the organisation to deliver and advance its strategic objectives effectively.	**Integrated Health Systems Interventions to Tackle Non-Communicable Diseases/Sanofi–Tajikistan** In collaboration with the Ministry of Health, the intervention aims at increasing access to testing and treatment of patients affected by NCDs and strengthen care and practices of health workers and specialists to reduce the disease burden and premature mortality in NCDs patients. The intervention is funded by Sanofi.
	COMPACT. Supporting public participation and planning in local government (PARI)- South Africa Implemented in partnership with PARI and SALGA, this programme enhanced local government accountability in South Africa through strengthened civic participation. With an approach informed by action research, the programme supports selected local municipalities and communities in South Africa to collaborate on budgeting, planning, delivering and monitoring public services. The intervention is funded by EU and SIDA.
	VERITAS/FCDO – Ukraine Integrity Action is piloting a CSO-led monitoring model that strengthens the role of Ukrainian organisations in independently verifying aid delivery and ensuring that programmes reflect community realities. Running until April 2027, the pilot will generate evidence and learning that can shape how monitoring is done across future programmes, with the potential to expand if the approach proves effective and impactful. The pilot is funded by FCDO.

4

What we have learned in the year



4. What we have learned in the year

Evaluation of the Resilience Fund

The independent evaluation of the Children's Resilience Fund (CRF) found that strengthening Ukrainian civil society organisations (CSOs) is both essential and effective in a context of full-scale war. The evaluation highlights that CRF's combination of grant-making and organisational development support enabled CSOs to maintain operations, adapt to rapidly changing conditions, and continue providing critical protection, rehabilitation, and psychosocial support to children and caregivers.

Evidence from the evaluation shows that CRF significantly improved **organisational capacity and sustainability** across partner CSOs. Many partners reported that this capacity strengthening was as valuable as the financial support itself, enabling them to design stronger interventions, improve service quality, and build resilience for long-term operation.

The evaluation demonstrates clear **impact on children's wellbeing and access to services.** Across the reviewed CSOs, children benefited from improved rehabilitation services, safer environments, better-structured psychosocial support, and strengthened child protection systems. Overall, the findings confirm that investing in local CSOs is an effective, scalable strategy for protecting children during conflict and building the foundations for long-term recovery.We are now taking these lessons forward into the new phase of the Fund.

Read the full evaluation or a summary here.

Highlight:
What the CRF Evaluation Found

- **Local CSOs proved highly resilient**, continuing to deliver essential child protection and psychosocial support despite conflict conditions.
- **Capacity strengthening was transformative**: improvements in governance, safeguarding, project management, and fundraising significantly increased organisational maturity and sustainability.
- **Children's wellbeing improved** through safer environments, better-structured rehabilitation services, and stronger protection systems.
- **CSOs became more confident actors**, better able to coordinate with authorities, adapt to shocks, and reach highly vulnerable groups.



What we have learned in the year *continued.*

Lessons learnt from working with the government in South Africa

During the implementation of COMPACT, in South Africa, we gained direct access to Municipalities. Working closely with local government can be a powerful way to advance **citizen-centred accountability**. Municipal officials often hold the authority to address service delivery issues, allocate resources, and respond to community concerns. When they are willing to collaborate, civil society organisations can gain direct access to decision-makers, shorten feedback loops, and turn citizen-generated evidence into tangible improvements. This approach can help embed accountability practices within government systems rather than keeping them at the margins, increasing the likelihood that positive changes endure.

At the same time, partnering with government requires navigating **complex institutional dynamics**. Officials may have limited time, competing priorities, or concerns about political risk. Bureaucratic processes can slow down action, and some departments may be hesitant to engage with citizen monitors or share information openly. These challenges mean that civil society organisations must balance collaboration with independence, ensuring that their role remains focused on representing community needs and generating credible evidence.

Despite these tensions, our experience shows that **working with government** can significantly strengthen accountability outcomes when approached thoughtfully. Collaboration can build trust, improve responsiveness, and create shared ownership of solutions. It also helps local authorities see citizen monitoring not as criticism, but as a resource that supports better governance. By combining civil society's proximity to communities with government's ability to act, this model offers a pragmatic and sustainable pathway to improving services and ensuring that citizens' voices shape the decisions that affect their lives.

Read more about what we have learned in this blog.

"...civil society organisations must balance collaboration with independence, ensuring that their role remains focused on representing community needs and generating credible evidence."



5

Looking ahead

Continuing our work in Ukraine and taking locally led accountability further

In Ukraine, the need for trusted, locally led accountability has never been greater. As enormous resources continue to flow to support resilience, recovery and essential services, it is vital that communities have a voice in how that support is delivered and that those investing in and delivering it have reliable evidence of what is happening on the ground.



5. Looking ahead

Our **VERITAS pilot**, running until April 2027, is testing what this can look like in practice. Working with Ukrainian civil society organisations, we are exploring how locally led verification can strengthen the integrity and effectiveness of development programmes putting trusted local actors in a position to identify problems, gather evidence and ensure that citizens' experiences are reflected in how investments are delivered. If successful, VERITAS could offer a powerful alternative to verification models that are largely designed and driven from outside the communities they seek to serve. We will work to ensure its lessons can inform and potentially be taken up by other FCDO-funded programmes throughout 2027 and beyond, strengthening the role of Ukrainian civil society as a trusted partner in monitoring investments and representing citizens' needs.

Alongside VERITAS, our **Resilience Fund** is supporting Ukrainian civil society organisations to develop new ways of putting communities at the centre of accountability. One partner is piloting a Community Accountability Model that enables children and young people to assess mental health and psychosocial support services, identify unmet needs and define what quality, responsive support should look like from their perspective. Crucially, they are not simply being asked for their views: they are helping identify solutions, shape recommendations and strengthen the dialogue between young people, service providers and decision-makers.

These programmes are part of a broader ambition: **to make locally led accountability a normal part of how development and recovery support is designed, delivered and assessed.** We want to see a shift from externally driven verification towards approaches that give local organisations and communities a meaningful role in determining whether investments are working and whether they are delivering the benefits intended.

"Working with Ukrainian civil society organisations, we are exploring how locally led verification can strengthen the integrity and effectiveness of development programmes."



Looking ahead *continued.*

From aid accountability to climate and development finance

We are also taking this thinking beyond traditional development programmes.

As investment in climate action accelerates, we are working to ensure that communities are not overlooked in the transition to a low-carbon future. We are publishing a new piece on **community benefit-sharing in voluntary carbon markets,** recognising a simple but important principle: greenhouse gas mitigation projects must create real benefits for the people affected by them if they are to earn and sustain a genuine social licence to operate.

Carbon projects cannot deliver lasting environmental gains while creating costs or harm for the people and communities living alongside them.

Together with DLA Piper, we have been developing practical approaches to community benefit-sharing that can help make this principle a reality. Our aim is to contribute to a carbon market in which communities are not treated simply as stakeholders to be consulted, but as people whose knowledge, interests and rights genuinely shape how projects are designed and delivered.

A new frontier: development finance

We are now exploring how to bring the same model of citizen-centred accountability directly into development finance institutions (DFIs).

DFIs are under growing pressure from shareholders, regulators and the public to demonstrate that their investments deliver meaningful environmental and social outcomes not simply that the right processes have been followed. Yet much investment verification still depends heavily on information provided by investees and periodic audits or evaluations.

There is a gap between knowing that a process has been followed and knowing whether an investment is actually improving people's lives.

By connecting DFIs with trusted civil society organisations, we want to help create a richer, timelier picture of investment performance, one that combines technical assurance with lived experience and community-level evidence. This can help investors identify social and environmental risks earlier, understand whether commitments are reaching the people they intended to benefit, and act before problems become entrenched.



6

Financial Review



6. Financial Review

The financial statements have been prepared in accordance with the accounting policies set out on pages 38 to 39 of the financial statements and comply with the charitable company's Memorandum and Articles of Association, applicable laws and 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 United Kingdom and Republic of Ireland (FRS 102). The accounts presented in this report refer to the 12 months ended 30 June 2026.

Reserves policy

The Reserves Policy outlines Integrity Action's approach to establishing and maintaining financial reserves, ensuring organizational viability, financial stability, and the achievement of our charitable objectives.

Introduction

Integrity Action's Board has adopted a risk-based approach to reserves management, acknowledging the rapidly changing and volatile environment in which we operate.

We have carefully considered the appropriate level of reserves to avoid unnecessary accumulation that could limit funding for charitable activities. Holding excessive reserves can restrict the resources available for our mission-driven work.

Reserves are defined as unrestricted funds not tied up in fixed assets or designated for specific purposes, available to meet future operational needs.

This policy has been developed in line with guidance from the Charity Commission for England and Wales and Charities SORP.

Purpose of Reserves

The reserves are maintained to:

- Ensure financial stability and safeguard against rapid and unexpected events, enabling us to meet ongoing commitments during periods of uncertainty.
- Fund specific projects aligned with our strategy that are not covered by secured funding.
- Facilitate an orderly and responsible wind-down if the charity were to close, honouring staffing and legislative obligations, and commitments to partners and communities served.

Risk Assessment

In setting this policy and during annual reviews, the Trustees assess key risks, including:

- **Income Stability:** Evaluating the reliability and diversity of income sources, considering donor dependency and funding trends.
- **Expenditure Obligations:** Assessing fixed and variable costs, including commitments that could impact financial flexibility.
- **Operational Risks:** Identifying potential financial risks associated with service delivery, regulatory changes, and operating environment conditions

Reserves Target Level

The Trustees have identified the following risk categories and determined the corresponding reserve levels:

Risk Category	Risk Description	Minimal Level (£)	Optimal Level (£)
Organisational Closure	Ensuring staffing, contractual, and legal obligations are met during closure.	295,000	360,000
	Honouring impact commitments including promises made to communities	350,000	500,000
Income Instability	Addressing potential inability to raise funds for strategically important projects	255,000	925,000
	Bridging unexpected, short-term project closures	60,000	120,000
Financial Losses	Mitigating losses due to fraud, cyber-attacks, or partner misuse of funds.	30,000	55,000
	Covering financial losses from currency volatility.	10,000	40,000
	TOTAL	**1,000,000**	**2,000,000**

Financial Review *continued.*

Reporting, Monitoring, and Review
The reserves policy is reviewed annually by Trustees, with reserve levels monitored quarterly as part of the Audit Committee's review of the Risk Register.

Actions if Reserves Exceed or Fall Short of Target Levels

- If Reserves Exceed the Optimal Target Level:
  - Trustees will consider utilizing the surplus to further the charity's objectives, such as funding additional projects or investments.
- If Reserves Fall Below the Minimal Target Level:
  - Trustees will review expenditure, identify cost-saving measures, and explore additional income-generating opportunities to rebuild reserves.

The balance sheet shows unrestricted funds of £1,255,604. The free unrestricted reserves exclude the William and Flora Hewlett Foundation grant of £71,394 (2025: £139,504) which has been set aside to further citizen centred accountability in line with the original aims of the partnership. The free reserves of the charity were £1,184,210 (2025: £1,064,182) which are represented by the other unrestricted funds as shown in note 11; there is a decrease of £97,077 in total funds on the previous balance sheet dated 30 June 2025. Total funds were £1,199,612 (2025: £1,296,692) and included a deficit restricted fund balance of £55,992 (2025: surplus of £36,424). The negative restricted fund balance at year end arose from timing differences between project expenditure and the receipt of donor funding. The deficit is therefore temporary in nature and is expected to be cleared through funding receivable in the subsequent financial year.

Income

Most of our income comes from institutional donors and private foundations. The total income decreased from £3,447,922 for the financial year 2024/2025 to £1,216,003 for 2025/2026. This reduction primarily reflects a lower level of funding secured during the year. The charity continues to maintain a diversified funding approach and remains focused on securing new funding opportunities aligned with its strategic objectives.

Fundraising policy

As noted above, our funds come mainly from institutional donors and foundations. We do not raise funds from the general public. Our funding policy aligns with our organisation's values.

Expenditure

Our total expenditure decreased from £3,131,565 for the financial year 2024/25 to £ 1,313,083 for the year ending 30 June 2026 and was in line with plans for the projects already in progress at the start of the year. Integrity Action is working towards maintaining a similar level of expenditure in future years.

Pay policy

The Chief Executive Officer and the Trustees are the key management personnel of the charity. The Chief Executive Officer is in charge of directing, controlling, running and operating the charity on a day-to-day basis. The total employee benefits of the key management personnel are included in note 5 of the accounts. Executive pay is reviewed and set by the Remuneration Committee on an annual basis. All trustees give their time freely and no trustee received remuneration in the period for this role. Details of trustees' expenses and related party transactions are disclosed in notes 6 and 14 of the accounts respectively.

Public Benefit

The Board confirms it has complied with its duty in Section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales. The trustees further confirm that the activities of Integrity Action are carried out in line with its objectives for the public benefit as described in this report.

Financial Review *continued.*

Risk Management

The Board has reviewed the key risks facing the charity and is satisfied that appropriate systems and procedures are in place to manage them. The senior management team updates a comprehensive strategic and operational risk register quarterly. Risks are discussed at Audit Committee meetings and Board meetings.

This register outlines the organisation's risk appetite for each identified risk, assesses its likelihood and potential impact, records any changes since the previous review, details the actions taken to mitigate it, and provides a post-mitigation risk score. These processes enable the Board to monitor significant risks effectively and ensure that control measures remain sufficient to manage them.

The key risks identified for the coming financial year are as follows:

Risk	Description	Controls and Mitigating Measures	Responsible
Fundraising	The highly uncertain landscape and competitive funding environment may result in scarce opportunities for which Integrity Action is not competitive	Leverage current donors' funding to attract more funding. Investigate opportunities for fundraising with the private sector. Leverage learning and research outputs to start conversations with donors	**CEO**
Diversification of funding	The organisation relies on a small number of funding sources making it vulnerable to sudden changes in funders' priorities	Diversify fundraising activities to cover institutional, trusts and foundations and private companies. Utilise external resources (pro-bono and contracted) to support in-house fundraising	**CEO**
Resourcing	Each member of staff is highly specialised and holds unique departmental knowledge and institutional memory. Risk of losing significant knowledge if staff decides to leave, which would absorb the rest of the team's time while recruiting and onboarding new staff	Regular 1-2-1 meetings held to monitor team's job satisfaction. Maintain high quality of ongoing documenting of institutional memory. Continue seeking opportunities to outsource relevant functions	**COO**
Safety and safeguarding	Integrity Action and its programmes have a negative impact on the people we work with, including safeguarding and safety incidents. Safeguarding reports are not dealt with appropriately. Damage to people and reputation	Integrity Action's safeguarding policies are strictly followed. 2 Safeguarding Leads among staff + 1 among Trustees. Refresher safeguarding training for staff held. Induction safeguarding training session for new Trustee was held in September	**COO**
Fiduciary Management	Risk of mishandling of funds through fraud, leakage, use of proscribed organisation, by Integrity Action's partners or Integrity Action itself	Maintain due diligence, checks and protocols for handling funds and mitigating risks. Upkeep external support for vetting partners in Ukraine. Professionalised outsourced finance function brings additional, risk mitigating procedures and capacity. Training on cybersecurity received by Technology Manager. Technology Manager regularly reviewing IT systems and processes. Cyber Essential Certification in place	**COO**
Diversity	Trustees and the executive team lack skills, diversity and commitment to deliver strong leadership to the organisation, causing poor programme design/implementation, misunderstanding of the different contexts and influencing the final impact of the organisation. Loss of credibility in eyes of partners, funders and wider community and sector.	Power With approach is in place. Integrity Action's Board oversees compliance with the Charity Commission. Integrity Action welcomed 3 new trustees in September 2026 which will bring diversity of skills and background. With these new hires, Integrity Action will reach the diversity plan set in 2025	**CEO**

Financial Review *continued.*

Safeguarding

Ensuring that our initiatives do no harm to the people we work with remains central to our work. Our approach to safeguarding centres on preventing incidents, mitigating risks and ensuring access to safeguarding reporting mechanisms. As we do not directly implement activities, we support our partners to develop a thorough understanding of safeguarding and put in place appropriate procedures. In FY 2025/26, Integrity Action and partners received no reports of safeguarding incidents.

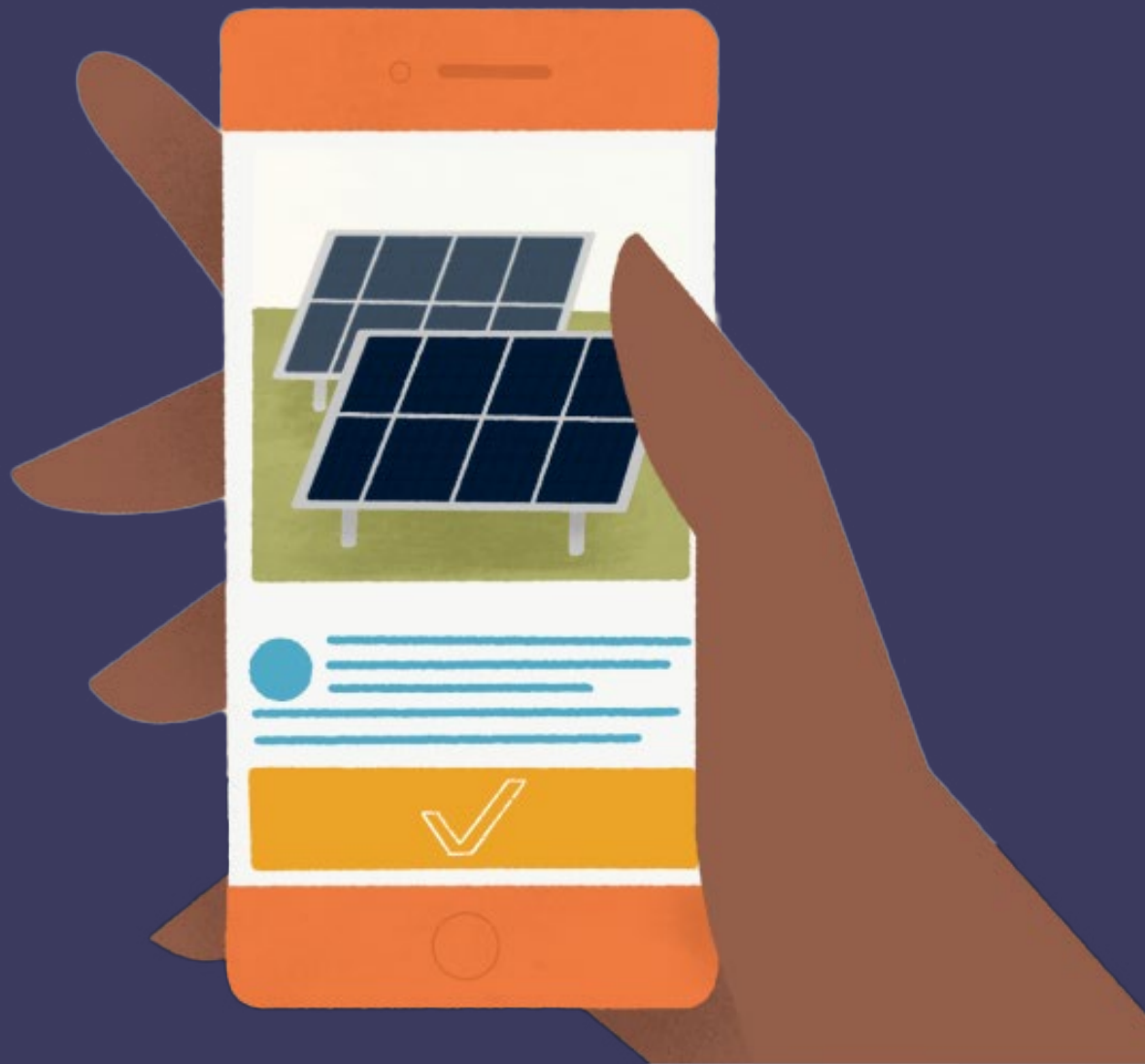
Power with Integrity Action's journey to gender, climate, and social justice

Integrity Action's Power with approach is our guide to social, gender and climate justice. The approach puts an emphasis on shared power, rooted in respect, solidarity, and collaborative decision-making, and on fostering collective action rather than domination and control. This year we have applied this guide to the way we lead the organization, maintain our relationship with partners, fundraise, and implement programmes.



7

Governance and Management



7. Governance and Management

The independent Board of Trustees oversees the organisation in accordance with its Memorandum and Articles of Association, vision, aims, charitable objectives, and overall policy direction. It ensures compliance with all legal and statutory obligations applicable to UK charities and registered companies.

Day-to-day management is led by the CEO, who is responsible for strategic and programme development, operations, fundraising, and financial management.

Board governance is guided by a Governance Manual, which outlines procedures for trustee appointments, term limits, and the selection of the Chair and Board committees. Vacancies are publicly advertised on relevant platforms, including the organisation's website. We maintain strong governance by ensuring every new trustee experiences a tailored induction, combining observation of Board culture with guidance from the Chair and executive team. This approach equips trustees to contribute effectively from day one and reinforces our commitment to strong accountability.

The manual also defines the roles and person specifications for trustees, the Board Chair, the Audit Committee Chair, the Nominations and Remuneration Committee, the Funding Committee, the Diversity and Justice Focal Person, and the Safeguarding and Ethics Point Person.

Trustees are appointed for three years with the possibility of two terms of renewal for a maximum of nine years. In exceptional circumstances this may be extended.

Each Board trustee has taken responsibility for monitoring the charity's activities on specific operational areas and constant attention is paid to the skills matrix of the trustees to ensure that the Board has all the necessary skills required to contribute fully to the charity's development.

On joining the Board, new trustees are provided with a copy of the Governance Manual, along with other key documents and receive an induction and regular support to carry out their role effectively. As part of their induction, Trustees spend time with Integrity Action's team to learn the history, legal structure, vision, values, strategy, programmes and plans of the organisation and an overview of the management and governance functions. Regular training is also provided to all trustees in areas such as Safeguarding and Whistleblowing. Trustees are also encouraged to take advantage of the materials provided by the Charity Commission on their website and of the various networking and training opportunities provided by the sector.

The trustees (who are also directors of Integrity Action for the purposes of company law) are responsible for preparing the trustees' report and 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 position of the charitable company and of the incoming resources, including the income and expenditure of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and apply them consistently.
- Observe the methods and principles in the Statement of Recommended Practice – the Charities' SORP (Accounting and Reporting by Charities).
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable United Kingdom 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 charity will continue in operation.

Governance and Management *continued.*

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence taking reasonable steps for the prevention and detection of fraud and other irregularities. 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.

Each of the trustees confirms that:

- So far as the trustee is aware, there is no relevant audit information of which the charity's auditor is unaware; and
- The trustee has taken all the steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditor are aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

This report has been prepared having taken advantage of the small companies exemption in the Companies Act 2006.



Gail Klintworth
Chair of the Board
30th October 2026

8

Administrative Information



8. Administrative Information

Trustees

Alan Barlow (FC)
Michael Cañares
Sam De Silva
Gail Klintworth, *Chair of the Board* (AC), (RN)
Paul Maassen (RN)
Claire Harbron, *Treasurer* (AC)
Weng Yee Ng (appointed on 15th September 2026)
Erin Lyon (appointed on 15th September 2026)
Susan Armour (appointed on 15th September 2026)

AC = Member of Audit and Finance Committee

FC = Member of Fundraising Committee

RN = Member of Remuneration and Nomination Committee

Registered Office

Integrity Action
3rd Floor, 86-90 Paul Street
EC2A 4NE
www.integrityaction.org

Company Registration Number (England and Wales)

04884328

Charity Registration Number

1120927

Bankers

HSBC Bank
60 Queen Victoria Street
London EC4N 4TR

External Auditors

Buzzacott Audit LLP
130 Wood Street
London EC2V 6DL

Legal Advisors

Winckworth Sherwood LLP
Minerva House
5 Montague Close
London SE1 9BB

Chief Executive Officer

Jasmina Haynes
Jasmina.haynes@integrityaction.org



Independent auditor's report to the members of Integrity Action

Independent auditor's report to the members of Integrity Action

Opinion

We have audited the financial statements of Integrity Action (the 'charitable company') for the year ended 30 June 2026 which comprise the statement of financial activities, the balance sheet, and statement of cash flows, the principal accounting policies and the notes to the financial statements. 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 charitable company's affairs as at 30 June 2026 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the 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 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 annual report, including the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Independent auditor's report to the members of Integrity Action *continued.*

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 is also the directors' report 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 trustees' report, which is also the directors' report for the purposes of company law, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 26 to 27, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and determined that the most significant are the Charities SORP FRS 102, the Charities Act 2011, Companies Act 2006, anti-bribery, employment and safeguarding principles.

Independent auditor's report to the members of Integrity Action *continued.*

- We understood how the charity is complying with those legal and regulatory frameworks by making inquiries to management and those responsible for legal, compliance and governance procedures. We corroborated our inquiries through our review of minutes from trustee meetings and papers provided to the trustees.

We assessed the susceptibility of the charity's financial statements to material misstatements, including how fraud might occur. Audit procedures performed by the engagement team included:

- Identifying and assessing the design and implementation of controls in place to prevent and detect fraud;
- Challenging assumptions and judgments made by management and the trustees in its significant accounting estimates;
- Identifying and testing journal entries, in particular adjustments made at the year end for financial statements preparation; and
- Assessing the extent of compliance with relevant laws and regulations by reviewing minutes of Board and committee minutes and the inspection of accounting records.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

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



Peter Mackereth (Senior Statutory Auditor)

For and on behalf of Buzzacott Audit LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

30th October 2026



Statement of Financial Activities for the year ended 30 June 2026

Statement of Financial Activities for the year ended 30 June 2026

(Incorporating an Income and Expenditure Account)

	Note	Unrestricted funds £	Restricted funds £	2026 £	2025 £
Income from:					
- Investments					
Investment income		9,389	-	9,389	14,879
- Charitable activities					
Grants, donations and consultancies	2	308,304	887,716	1,196,020	3,433,019
Other:					
Gains/Losses on revaluation of foreign currency		11,356	(763)	10,594	24
Total income		**329,050**	**886,953**	**1,216,003**	**3,447,922**
Expenditure on:					
Raising funds		92,847	-	92,847	139,561
- Charitable activities					
Citizen-centred accountability		312,168	908,068	1,220,236	2,949,349
Losses on revaluation of foreign currency				-	42,655
Total expenditure	3	**405,015**	**908,068**	**1,313,083**	**3,131,565**
Net (outgoing)/incoming resources before transfers		**(75,965)**	**(21,115)**	**(97,080)**	**316,357**
Transfers between funds		71,301	(71,301)	-	-
Net movement in funds		**(4,664)**	**(92,416)**	**(97,080)**	**316,357**
Fund balances brought forward		1,260,268	36,424	1,296,692	980,335
Fund balances carried forward	11	**1,255,604**	**(55,991)**	**1,199,613**	**1,296,692**

The Statement of Financial Activities includes all gains and losses in the year. All income and expenditure derives from continuing activities.
The notes on pages 37 - 43 form part of these financial statements.

Company Registration Number 04884328

Balance Sheet as at 30 June 2026

	Note	30 Jun 2026 £	30 Jun 2025 £
Current assets			
Debtors	9	136,416	26,146
Cash at bank and in hand		1,245,508	2,192,718
		1,381,924	**2,218,864**
Liabilities			
Creditors: Amounts falling due within one year	10	(182,312)	(922,172)
Net current assets		**1,199,613**	**1,296,692**
Net assets		**1,199,613**	1,296,692
The funds of the charity			
Unrestricted		1,255,604	1,260,268
Restricted		(55,991)	36,424
Total funds	11	**1,199,613**	1,296,692

The financial statements on pages 34 - 36 were approved and authorised for issue by the trustees and are signed on their behalf by:

The financial statements have been prepared having taken advantage of the small companies exemption in the Companies Act 2006.



Gail Klintworth
Chair, Integrity Action's Board of Trustees
30th October 2026

Cash flow statement for year ended 30 June 2026

	Note	2026 £	2025 £
Cash flow from operating activities			
Net cash (outflow) / inflow from operating activities	15	(967,972)	1,153,938
Cash flows from investing activities			
Net cash inflow from investing activities	15	9,389	14,879
Change in cash and cash equivalents		**(958,583)**	**1,168,817**
Cash and cash equivalents at the beginning of the period		2,192,718	1,066,536
Change in cash and cash equivalent due to exchange rate movements		11,374	(42,635)
Cash and cash equivalents at the end of the reporting year		**1,245,508**	**2,192,718**

Analysis of changes in net debt

	At 1 July 2025 £	Cash Flow £	Impact of Foreign Exchange £	At 30 June 2026 £
Cash and cash equivalent				
Cash	2,192,718	(958,583)	11,374	**1,245,508**
Total net debt	2,192,718	(958,583)	11,374	**1,245,508**



Notes to the financial statements for the year ended 30 June 2026

Notes to the financial statements for the year ended 30 June 2026

1 Principal accounting policies

General information

Integrity Action is a company limited by guarantee (company number 04884328) and charity registered in England & Wales (charity number 1120927). The address of its registered office is Integrity Action, 3rd Floor, 86-90, Paul Street, London, EC2A 4NE.

Summary of significant accounting policies

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the periods and years presented, unless otherwise stated.

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (Charities SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). Integrity Action 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 note.

b) Preparation of accounts on a going concern basis

Based on a review of the financial position, reserves levels and future plans, the Board of Trustees considers that there are no material uncertainties about the charity's ability to continue as a going concern. In making this assessment, the trustees have considered the impact of the current economic and funding climate.

c) Critical accounting judgements and estimates

In preparing these financial statements, management have made judgements, estimates and assumptions that affect the application of the charity's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events, which are believed to be reasonable under the circumstances.

d) Income and expenditure

Income from charitable activities is recognised when the charity is legally entitled to the income, any performance conditions attached to the income have been met, receipt is probable and the amount can be measured reliably. Income is deferred when the charity has to fulfil conditions before becoming entitled to it, for example if activities related to the income have not yet begun or the funder has specified that the income is to be expended in a future accounting period. Investment income is recognised on a receivable basis once the amounts can be measured reliably. Donations are recognised when receivable. On occasion the charity receives services in kind, such as pro bono advice. Where material, the in-kind services are recognised in the accounts based on their estimated fair value, which is normally equal to the market value. Expenditure is recognised when there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Partnership costs are amounts paid / payable to our implementing partners. They are recognised in the period in which they are payable. An accrual is made when activities have been undertaken but payment is in arrears and has not been made at the year end.

e) Tangible fixed assets

All assets costing more than £3,000 (including VAT) and with an expected useful life exceeding one year are capitalised. Development Check and software development costs are not capitalised.

f) Restricted funds

Income received for purposes specified by the donor are shown as restricted income in the Statement of Financial Activities. Expenditure for the purposes specified is applied to the relevant fund and any unexpended amount at the balance sheet date is carried forward within restricted funds.

g) 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 the transaction. Exchange differences are taken into account in arriving at the net movement in funds.

h) Employee termination benefits

Termination benefits are accounted for on an accrual basis and in line with FRS 102. i) Pension scheme Integrity Action operates a defined contribution pension scheme for the benefit of its employees. The assets of the scheme are held independently from those of the charity in an independently administered fund. Pension costs charged in the financial statements represent the contributions payable during the year.

1 Principal accounting policies *(continued)*

j) Operating leases

Rental charges are charged on a straight-line basis over the life of the lease.

k) Debtors

Short term debtors are measured at transaction price, less any impairment.

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) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a maturity date of three months or less.

n) Taxation

Integrity Action is a registered charity and, as such, is exempt from taxation on its income to the extent it is applied to its charitable purposes.

o) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value.

2 Grants, Donations and Consultancies

	2026 £	2025 £
Unrestricted		
Swedish International Development Cooperation Agency (Sida)	313,597	531,096
Other Income	-5,293	42
Gifts-in-kind	0	98,000
Total unrestricted	**308,304**	**629,138**
Restricted		
Compact – Supporting Public Participation and Planning in Local Government (PARI)	11,839	15,496
Celo Climate Collective	0	11,770
Ukraine Pfizer healthcare	225,855	20,719
GSK	0	12,000
UBS Ukraine	487,345	2,737,145
CAID	0	6,750
Sanofi	162,677	0
Total restricted	**887,716**	**2,803,881**
Total grants, donations and consultancies	**1,196,020**	**3,433,019**

3 Expenditure

	Charitable Activities £	Raising funds £	2026 Total £	Charitable Activities £	Raising funds £	2025 Total £
Partnership costs	593,220	-	593,220	2,211,071	-	2,211,071
Staff costs	340,368	92,847	433,215	292,302	139,561	431,863
Consultancy costs	227,714	-	227,714	272,334	-	272,334
IT and software development	26,168	-	26,168	28,024	-	28,024
Rent, rates and other office costs	(29,085)	-	(29,085)	3,137	-	3,137
Travel and events	10,256	-	10,256	3,871	-	3,871
Governance (excluding staff costs)	51,595	-	51,595	138,610	-	138,610
Programme Development Costs	-	-	0	-	-	0
Other costs	0	-	0	42,655	-	42,655
Total expenditure	**1,220,236**	**92,847**	**1,313,083**	**2,992,004**	**139,561**	**3,131,565**

Rent, rates and other office costs are reported as a net credit in the year due to the write off of a creditor recognised in a prior period.

4 Net Income is stated after charging

	2026 £	2025 £
Auditor's Remuneration:		
Statutory Audit	13,200	12,000
Other Services	-	0
	13,200	12,000

5 Staff costs

	2026 £	2025 £
Wages and salaries	373,064	373,343
Employer's National Insurance costs	41,472	38,435
Employer's contribution to defined contribution pension scheme	18,679	20,085
	433,215	431,863

The average headcount in 2026 was 6 (2025: 7).

Redundancy payments agreed in the year came to £nil (2025: £nil).

The number of employees who earned £60,000 per annum or more (including taxable benefits but excluding employer pension contributions and employers' national insurance contributions) during the year was as follows:

	2026	2025
£100,000 - £110,999	1	1
£90,000 - £99,999	-	-
£80,000 - £89,999	-	-
£70,000 - £79,999	1	1

The above higher paid employees received employer pension contributions of **£15,008** (2025: £9,209).

The total employee benefits of the key management personnel of the Charity, including employer's national insurance and pension contributions for the period were **£132,638** (2025: £129,248). Key management personnel includes the CEO.

6 Trustees' Remuneration

No trustee received remuneration in respect of their role as trustee of the charity. No Trustees' expenses were reimbursed in 2026 (2025: nil).

7 Taxation

Integrity Action is a registered charity. The charitable company is not subject to corporation tax on income derived from its charitable activities as it falls within the various exemptions available to charities.

8 Floating Charge

The company has a floating charge over its assets in favour of the bank in order to operate its credit card facility. At 30 June 2026 the facility was for £25,000 (2025 - £25,000).

9 Debtors

	2026 £	2025 £
Amount due from Crown Agents Limited	-	5,293
Prepayments and Accrued income	136,416	20,853
	136,416	**26,146**

10 Creditors

	Note	2026 £	2025 £
Expense creditors		7,100	2,506
Taxation and social services benefits		8,898	14,690
Accruals		66,355	58,541
Amount due to Crown Agents Limited		-	33,276
Deferred income	18	99,959	813,159
		182,312	**922,172**

11 Funds Movements

	At 1 July 2025 £	Income £	Expenditure £	Transfers† £	At 30 June 2026 £
Unrestricted funds					
Hewlett Foundation (UNRE)	139,503	-	(68,109)	-	71,394
Swedish International Development Cooperation Agency (Sida)	56,582	313,597	(370,179)	-	0
Other unrestricted funds	1,064,184	15,452	33,276	71,301	1,184,213
Total unrestricted funds	**1,260,269**	**329,049**	**(405,012)**	**71,301**	**1,255,608**
Restricted funds					
COMPACT. Supporting public participation and planning in local government (PARI) - South Africa	5,335	11,839	(15,899)	(1,276)	(0)
Equipping a Ukrainian rehabilitation centre / Ukraine Pfizer healthcare	-	225,241	(257,499)	(15,654)	(47,912)*
Resilience Fund/GSK - Ukraine	12,000	-	(12,655)	-	(655)
Resilience Fund/UBS - Ukraine	(0)	487,331	(438,659)	(48,672)	-
Celo Climate Collective	58	-	-	(58)	(0)
Hewlett Foundation - Organisational Effectiveness Support Grant (OE)	18,214	-	(18,214)	-	-
Simavi	817	-	-	(816)	0
Integrated Health Systems Interventions to Tackle Non-Communicable Diseases/ Sanofi–Tajikistan	-	162,542	(157,717)	(4,825)	0
VERITAS/FCDO – Ukraine	-	-	(7,425)	-	(7,425)
Total restricted funds	**36,424**	**886,953**	**(908,068)**	**(71,301)**	**(55,992)**
Total funds	**1,296,692**	**1,216,004**	**(1,313,083)**	**0**	**1,199,612**

Please see the 'Period in Review' in the Annual Report for details about the restricted funds projects. Further details can also be found on our website: www.integrityaction.org/what-we-do/initiatives.

† In accordance with the terms of certain grant agreements, the charity is permitted to allocate a proportion of restricted income to unrestricted funds to contribute towards core costs. These amounts are shown as transfers between funds.

* Negative balance represents difference in timing between expenditure and receipts of funds from CAID and it is expected to net off in FY2026/27. The delay in receiving funds from CAID resulted from the organisation's liquidation process taking longer than expected. CAID has agreed that any remaining funds available following the completion of the liquidation process will be transferred to Integrity Action.

12 Analysis of net assets between funds

	Unrestricted £	Restricted £	2026 Total £	Unrestricted £	Restricted £	2025 Total £
Current Assets	1,437,915	(55,991)	1,381,924	2,182,440	36,424	2,218,864
Current Liabilities	(182,311)	-	(182,311)	(922,172)	-	(922,172)
Net Assets	1,255,604	(55,991)	1,199,613	1,260,268	36,424	1,296,692

13 Commitments under operating leases

The charity had no commitments under non-cancellable operating leases.

14 Related party transactions

	2026 £	2025 £
Related party balances due as at 30 June 2026 were as follows		
Amount due to Crown Agents Limited	0	33,276
Amount due from Crown Agents Limited	0	5,293
Payments to organisations to which key management personnel are connected		
Payment to Bond for membership subscription costs (an organisation connected with key management personnel)	-1,680	-787
Donations from trustees (and their connected organisations)		
Income as a donation from royalties from Alan Barlow's book (Trustee)	0	42
In-kind support by Sam da Silva, a Trustee	0	75,000

15 Reconciliation of net movement in funds to cash flow from operating activities

	2026 £	2025 £
Net movements in funds	(97,078)	316,357
Interest received	(9,389)	(14,879)
(Gains)/losses on foreign currency	(11,374)	42,636
(Increase) in debtors	(110,270)	(8,454)
(Decrease)/increase in creditors	(739,861)	818,277
Net cash (outflow)/inflow from operating activities	**(967,972)**	1,153,938

16 Controlling Party

The company is limited by guarantee and has no share capital. Control of the charitable company lies with the Board of trustees, who are the members of the charitable company. The liability of each member is limited to £1, being the amount that each member undertakes to contribute to the assets of the Charity in the event of its being wound up while they are a member or within one year after they cease to be a member.

17 Post Balance Sheet Events

There are no post balance sheet events requiring disclosure.

18 Deferred Income

Deferred income relates to restricted grant funding received in advance from a funding partner. Recognition is in accordance with the charity's accounting policy on income, with income deferred where the charity is required to fulfil specified conditions before becoming entitled to the funds.

	2026 £	2025 £
Balance at 1 July	813,159	-
Amount deferred in the year	0	813,159
Amount released in the year	713,200	-
Balance at 30 June	**99,959**	**813,159**

19 Comparative Statement of financial activities

	Note	Unrestricted funds £	Restricted funds £	2025 £
Income from:				
- Investments				
Investment Income		14,879	-	14,879
- Charitable activities				
Grants, donations and consultancies	2	629,138	2,803,881	3,433,019
Other:				
Gains on revaluation of foreign currency		-	24	24
Total income		**644,017**	**2,803,905**	**3,447,922**
Expenditure				
Raising funds		139,561	-	139,561
Charitable activities				
Citizen-centred accountability		432,933	2,516,415	2,949,349
Gains/Losses on revaluation of foreign currency		42,655	-	42,655
Total expenditure	3	**615,149**	**2,516,415**	**3,131,565**
Net incoming/(outgoing) resources before transfers		**28,868**	**287,490**	**316,357**
Transfers between funds		281,309	(281,309)	-
Net movement in funds		**310,177**	**6,180**	**316,357**
Funds balances brought forward		950,091	30,244	980,335
Funds as at 30 June		**1,260,268**	**36,424**	**1,296,692**

INTEGRITY ACTION

IntegrityAction

Act4Integrity

integrity-action

www.integrityaction.org

Integrity Action is an independent non-governmental organisation.
Company registration number: 04884328 (England and Wales)
Charity registration number: 1120927