



THE FAIRTRADE FOUNDATION: ANNUAL REPORT AND FINANCIAL STATEMENTS

**FOR THE YEAR ENDED 31
DECEMBER 2025**

**Ms Sunita Devi, Tea Leaf
Plucker at UNTE, India**

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Foreword by Eleanor Harrison OBE, CEO at the Fairtrade Foundation

Do it Fair in a Volatile World

It has been an honour to lead the Fairtrade Foundation over the last year and I am so proud of what we achieved together in 2025.

Our *Brew it Fair* campaign brought the realities facing tea growers into millions of homes across the UK. Although we drink more than 100 million cups of tea every day, few of us know where our tea is grown or the conditions experienced by the people who produce it. Like all of us, tea growers deserve dignity – to be safe at work, earn enough to feed their families, and send their children to school.

Brew it Fair was a powerful step forward. Change in a centuries-old industry will not happen overnight, but we are pushing on every front: with consumers, businesses, the tea industry, and government. The call for dignity and systemic reform resonated strongly, and we will continue to share the stories of the people behind our favourite products so that shoppers can make informed, fairer choices that are better for people and planet.

As climate change drives price volatility, geopolitical tensions disrupt trade, and the UK continues to face high inflation and pressure on household budgets, long-term investment in farmers and workers has never been more vital. It is essential not only for building a fairer trading system, but also

for strengthening the resilience of the supply chains we all rely on.

Our strategic priorities for 2025 were clear: to innovate to further our mission, and to secure Fairtrade's long-term sustainability. We set ambitious objectives focused on growing the volume of Fairtrade products sold so that we could reach more farmers and workers with fairer terms of trade, whilst nurturing the mission-driven innovation that keeps Fairtrade the UK's most trusted and well known ethical label.

I am pleased to share that we met those objectives. Sales of Fairtrade bananas, coffee, cocoa, tea and flowers all grew in volume compared to 2024. Bananas were up 4%, equivalent to 44 million additional Fairtrade bananas. Coffee was up 7%, representing around 138 million more cups of Fairtrade coffee. Cocoa was up an estimated 20%. Tea sales grew 35%, equal to around 549 million additional cups of Fairtrade tea, driven by commitments from Sainsbury's. And flowers saw a massive increase of 41%, nearly 4 million more Fairtrade bouquets, with strong growth from Co-op.

I am incredibly proud of Fairtrade's sector-leading partnerships. M&S strengthened its commitment to Fairtrade



cocoa, providing producers with a stable foundation to invest in their communities and navigate the extreme price volatility currently affecting the cocoa market. Our partnership with Sainsbury's also continued to deepen. The conversion of their *by Sainsbury's* black tea to Fairtrade sent a strong signal across the retail sector about what it means to *Do it Fair* for farmers and workers. Meanwhile, we were thrilled to receive an award recognising our long-term partnership of over 30 years with Co-op at the Third Sector Business Charity Awards.

This growth is life-changing for the millions of farmers and workers we work alongside. In 2025, UK sales generated around £30 million in Fairtrade Premium, enabling producers to invest in farming improvements and community priorities of their choosing, respecting their power and agency over their own lives.

We also launched a new brand platform - *Do it Fair* - and took it to new audiences at festivals and through pop-ups, expanding and diversifying our supporter base. Fairtrade Fortnight was, as always, a highlight with more than 100,000 people taking part in more than 1,000 grassroots events. Meanwhile, our education work continues to reach learners at every stage, from classrooms to campuses. Our efforts to make the system fairer have focused on putting the case forward for a new Human

Rights and Environmental Due Diligence (HREDD) law in the UK, and we ensured the views of producers were heard and considered by UK decision-makers.

In 2025, awareness of the FAIRTRADE Mark amongst UK consumers reached 85%, with 77% saying they trust it. Nearly a third (29%) reported that they 'always' or 'often' choose Fairtrade when they shop (Kantar Profiles, 2025). These are encouraging increases on previous years and reflect the collective efforts of the entire Fairtrade movement.

Despite global uncertainty, I am delighted to share the positive, purpose-led growth and impact Fairtrade is delivering with farmers and workers around the world. We are continually adapting to the challenging external environment and remain committed to being good stewards of our resources.

To our committed campaigners, dedicated commercial partners, and the shoppers who understand the difference the FAIRTRADE Mark makes: **thank you**. Your support brings greater stability, fairness and dignity to millions of people every day. Together, we are always stronger.

CEO, Fairtrade Foundation

2025:

our impact in numbers

**Over 3
decades of
Fairtrade
in the UK**



1.8 million
farmers and
workers in
Fairtrade
certified
producer
organisations

1,824

producer
organisations in
68 countries



UK sales of Fairtrade
products generated
almost

£30m

In Fairtrade Premium
for farmers and
workers



FAIRTRADE

The FAIRTRADE
Mark was the most
recognised and
trusted ethical label
in the UK, with

85% awareness

77% trust

among those who recall
seeing the Mark



Fairtrade coffee
sales volumes in
the UK grew by
7%

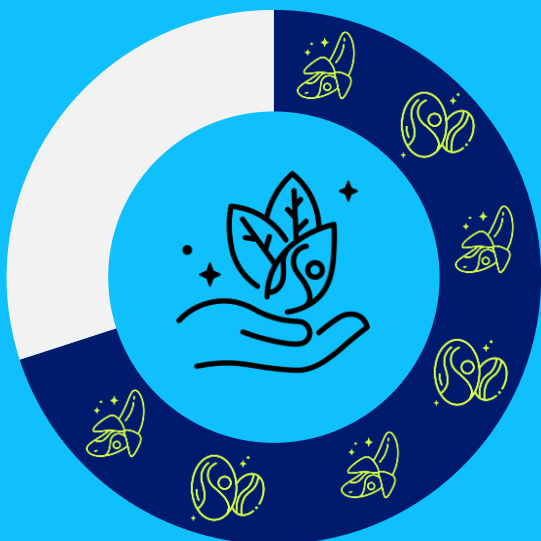


Fairtrade tea
sales volumes in
the UK grew by
35%

Around

two thirds

of Fairtrade bananas (66%)
and coffee (65%) sold was organic



**Workers on Fairtrade
certified estates allocated:**

88%

of their Fairtrade
Premium to social
investments



**Small-scale producer
organisations invested:**

23%

of their Fairtrade Premium
on projects to improve
productivity, quality and
adapt to climate change



Do It Fair

**Over
21,000**

people signed
our Brew it Fair
petition



99%

of MPs were
contacted by
Fairtrade
supporters

44 million

more bananas sold
in 2025 compared
to 2024



UK campaigners ran

over 1,000

local events and
activities during
Fairtrade Fortnight



5,000 UK schools
actively use
Fairtrade learning
materials



30 universities
took part in the
Fairtrade Award



Our Vision, Mission, Objectives and Activities



Our vision

Fairtrade's vision is a world in which all producers can enjoy secure and sustainable livelihoods, fulfil their potential and decide on their future.

Our mission

Our mission is to connect disadvantaged producers and consumers, promote fairer trading conditions, and empower producers to combat poverty, strengthen their position, and take more control over their lives.

Our objectives and activities

We live in a world where too many farmers and their families are still going hungry or paid too little to afford healthcare or education for their children. We live in a world where workers toil in dangerous conditions, and exploitation is still rife. There are big issues like climate change to tackle.

Our objectives are to fight poverty by changing trade, and to highlight the issues affecting farmers and workers across the world who work hard yet still struggle to survive. We elevate the voices of farmers, speaking truth to power. By choosing Fairtrade, shoppers, supporters, businesses, schools and campaigning groups have created change through their everyday actions. They have supported farming communities to feed their families, and to fund ambulances, maternity clinics and health centres. Remote, marginalised communities now have infrastructure that didn't exist before – schools, electricity and clean water.

Fairtrade is a people-powered movement that works to change policy and legislation by transforming individual concerns into

collective pressure that leaders cannot ignore. Fairtrade Communities across the UK support petitions, run community events, and raise public awareness to highlight global trade issues.

To achieve our objectives, our activities include:

- **Making the trade system fairer by supporting businesses and consumers to source and buy Fairtrade products.** This includes licensing the use of the iconic FAIRTRADE Mark, and Fairtrade Sourced Ingredients, both of which are ways to source on Fairtrade terms. Meanwhile, our programmes and business partnerships support and offer expertise to companies, so they can play a greater role in transforming trade for the better.
- **Raising awareness of the challenges facing marginalised communities around the world.** Sharing the evidence of what works to address the root causes of poverty and injustice in trade means we can mobilise community groups, schoolchildren and young people, politicians and businesses in the UK to redouble our efforts towards a fairer and more sustainable world.
- **Working as part of an international movement.** We are a member of Fairtrade International, which oversees, develops and regulates the international standards of certification that underpin Fairtrade and include the Fairtrade Minimum Price and Fairtrade Premium.



TRUSTEES' REPORT

**INCORPORATING THE REPORT
OF THE DIRECTORS AND THE
STRATEGIC REPORT**

Our Activities and Achievements



An outline of our 2021-2025 strategy, our objectives for 2025, and how we performed against them.

The Fairtrade Foundation's strategy is framed around five pillars to drive the systemic change needed to address the significant problems experienced by communities worldwide. Those five pillars are:

- 1** Empowerment of farmers and workers
- 2** Growth and innovation
- 3** Advocacy and citizen engagement
- 4** Digitalisation for fairer supply chains
- 5** A launchpad for the future

Here, we report on the fifth and final year of our strategy and outline our achievements.

In 2025, growing market access for Fairtrade farmers and workers continued to drive our plans and activities, with specific focus on the following two strategic objectives:

- Innovate to further our mission
- Secure our long-term sustainability to deliver our mission

These objectives were designed to be delivered cross-organisation, promoting collaboration across all teams and enabling everyone to contribute to how we deliver for Fairtrade farmers and workers.



Brew it Fair



In May 2025, we launched *Brew it Fair*, including publishing a new report which called for transformational change in the tea sector, with tea growers, industry, governments and NGOs working together so that the people behind the tea we drink can live decent lives.

The research we carried out with Fairtrade Africa and our unique FairVoice mobile survey tool revealed that just 1 in 5 tea growers in Kenya earn enough income each month to support their families with the essentials.

Our campaigners led the call for change, leading to an amazing 99% of MPs being contacted by local constituents and Fairtrade supporters, urging them to support tea growers and new Human Rights and Environmental Due Diligence (HREDD) legislation in the UK. The campaign was supported by 89 MPs who signed an Early Day Motion on the topic. In December, we handed in our *Brew it Fair* petition signed by over 21,000 people alongside an open letter from over 250 Kenyan tea farmers to 10 Downing Street. Representatives from Clipper and Sainsbury's joined us as we called on the government to take action to protect the people who grow and produce the tea we drink.

Alongside our public-facing campaign, we have also been working to convene the tea industry as well as making sure the Fairtrade model works as well as it can for tea growers to reach a larger proportion of the UK tea market. Tea pricing model consultations will be conducted with producers in early 2026 and changes to the tea standard have been incorporated into the Fairtrade Standards Evaluation Project (STEP). We convened key stakeholders across the tea sector at the 'Brew It Fair: From Insight to Action' event in September and are in early conversations with a major tea brand about a pilot to explore potential conversion of a portion of their tea supply.

The conversion by Sainsbury's of their by *Sainsbury's* black tea to Fairtrade in 2025 will improve the lives of tea growers: a move expected to deliver over £1 million of Fairtrade Premium annually, paid directly to tea growing communities. This growth helped Fairtrade tea volumes increase by 35% in 2025, equal to around 549 million additional cups of Fairtrade tea.

“Many people are struggling.... because [of the Fairtrade Premium], we can support them... By drinking Fairtrade tea, you're helping a lot of people.

**Mr Murugaraj, Tea Estate
Supervisor at Welbeck, India**



Do it Fair

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In 2025, we also launched a new brand platform - *Do it Fair* – and took it to new audiences at festivals throughout the summer, expanding and diversifying our supporter base.

Fairtrade had a strong presence at a number of key music festivals including Glastonbury, Latitude and Leeds, the latter two in partnership with the youth-led climate justice charity Climate Live. These events helped us connect with new audiences, secure petition signatures and engage festival-goers with Fairtrade's mission.

Fairtrade Fortnight ran from 22 September to 5 October with a wide range of activity, from nationwide billboards, to tea parties organised by our campaigner movement, to taking part in panels at party conferences, in-store and online POS with our brand and retail partners, a celebrity event, multiple press releases and more. Over 100,000 people took part in more than 1,000 grassroots events. The results from the campaign showed there was a significant uplift in sales during Fairtrade Fortnight in all measured categories, particularly tea, coffee and confectionery.

In the autumn, we continued our partnership with Climate Live at COP30 in Brazil, working with CLAC (Fairtrade Producer Network for Latin America and the Caribbean) to arrange an in-person discussion between Fairtrade coffee farmer Renato Theodoro and young Brazilian climate activist Natalia Tysumo on the impacts of climate change on people and producers and the action needed from governments and businesses to support farmers and workers to build climate resilience.

Our investment in our brand and new assets paid off, with increases in active choice of Fairtrade products (29%), very strong awareness (85%) and trust (77%) in the FAIRTRADE Mark among UK consumers (Kantar Profiles, 2025), marking an overall improvement in brand health compared to previous years.

Our live school assembly with Kenyan tea grower Nancy Githaiga reached 11,500 pupils across 90 schools, bringing producer voices directly into classrooms.

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Through using the Fairtrade Premium, farmers have been made aware of... their rights

Nancy Githaiga, Tea Farmer and Factory Unit Manager at Gatunguru Tea Factory, Kenya

Shared ImPact

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We have continued to advance our new Shared ImPact approach with cocoa partners and M&S. Built on the understanding that no single company or producer can solve today's sustainability challenges in supply chains alone, Shared ImPact enables cost-sharing, collaboration, and greater efficiency to deliver stronger outcomes for farmers and reduce risks for buyers. The scheme allows supermarkets to source cocoa from a shared pool of Fairtrade producers, helping secure longer-term contracts and stability for farmers facing economic and climate pressures.

Developed as the UK response to structural challenges in cocoa, it now serves as a foundation for a more coordinated, system-wide approach. A highlight of 2025 was M&S investment into our Living Income Programme (LIP) on top of their Shared ImPact commitment. Through the LIP, M&S are creating even more sustainable impact for farmers at Yeyasso Cooperative in Côte d'Ivoire by supporting investments in productivity improvements, whilst also building resilience and investing in child wellbeing.

“

The effect of Shared Impact is simple: it has the potential to transform the lives of producers and their communities... improving farmers' revenues and giving them a living income.

Yeo Moussa, Director of Yeyasso co-operative, Côte d'Ivoire

The UK's Trade Strategy and Responsible Business

3

The UK Government's Trade Strategy, published in June, highlighted Fairtrade through case studies on Shared ImPact and the Mars LEAP (Livelihoods Ecosystem Advancement Programme) within its chapter on accountable trade. A key announcement was a review of Responsible Business Conduct (RBC). We have engaged closely with the Department for Business and Trade throughout this process, meeting the new Chair of the Office for Responsible Business Conduct, contributing at a departmental roundtable, and submitting written evidence. During Fairtrade Fortnight, Kenyan tea farmer Nancy Githaiga and Fairtrade Board Member Titus Pinto also met officials to share producer perspectives.

Our influencing work has centred on securing UK Human Rights and Environmental Due Diligence (HREDD) legislation that reflects the needs of farmers and workers. We built parliamentary support through MP meetings, an Early Day Motion on tea and HREDD, and numerous events. We will continue pressing for HREDD in 2026.



Diomandé Léontine, Cocoa Farmer at Yeyasso, Côte d'Ivoire



**Nguyễn Quang An, Coffee Farmer
at Eatú Café, Viet Nam**

Growth and Innovation

2

As a key strategic pillar and objective for 2025, we were pleased to see strong growth in five of our main commodities:

- Bananas were up 4%, equivalent to 44 million additional Fairtrade bananas.
- Coffee was up 7%, representing around 138 million more cups of Fairtrade coffee.
- Cocoa was up an estimated 20%.
- Tea sales grew 35%, equal to around 549 million additional cups of Fairtrade tea.
- Flowers saw a massive increase of 41%, nearly 4 million more Fairtrade bouquets, with strong growth from Co-op.

Alongside strengthened cocoa commitments from M&S, we celebrated the return of Sainsbury's Red and Gold Label tea, as well as a substantially greater Fairtrade cocoa presence with Sainsbury's bakery and biscuit categories. There were also exciting debuts, such as Bloom & Wild bouquets, Morrisons CHUNK bars, an Easter collaboration between Co-op and Montezuma, and many more.

During 2025, the Partnership Development team continued to focus on new business growth in the Out-of-Home (OOH) coffee sector. The sector is seeing growth amongst small and mid-sized coffee shop chains and the team engaged positively with a number of these businesses to discuss how Fairtrade can be a solution to the ongoing challenges faced by the sector.

**In May 2025, Co-op and
Fairtrade Foundation won
the 'Long Term
Partnership of the Year'
award at the Third Sector
Business Charity Awards.**

Strengthening the Organisation

5

In March, we welcomed Eleanor Harrison OBE as the Fairtrade Foundation's new Chief Executive. Eleanor has brought fresh energy and focus to the organisation, quickly building trusted relationships grounded in her long-standing commitment to fairness and social justice.

Throughout the year, we continued to monitor employee engagement through regular Pulse Surveys. Our Net Promoter Score has shown steady improvement, reflecting the positive impact of ongoing work to strengthen culture, leadership and internal collaboration.

Advancing Our Anti-Racism and Anti-Oppression Commitments

In 2025, we continued to embed our anti-racism and anti-oppression commitments across the organisation. The Senior Leadership Team took part in two in-person workshops and two online training courses delivered by the Social Justice Collective (SJC). We also invited SJC to audit our proposed 2026-2028 Strategy and provide recommendations. These have been incorporated where relevant, and we have adopted a new Anti-Oppression Statement to guide our work. The online training was rolled out to all staff and further tangible actions are planned for 2026 as we continue to build a more equitable and inclusive organisation.

EU Deforestation Regulation (EUDR) Preparedness

4

Fairtrade's producer networks continue to work with certified coffee and cocoa cooperatives to support them to collect, manage, and submit the data required for EUDR (European Union Deforestation Regulation), delayed by a year and now due to come into effect from January 2027. As a result, thousands of farmers have been trained to collect and manage geolocation data.

Through our continuing partnership with Satelligence, Fairtrade is also providing coffee and cocoa cooperatives with deforestation risk analysis at no cost, reducing the compliance burden whilst strengthening trust with buyers.

Fairtrade is also enhancing its digital platforms to facilitate the secure and consent-based exchange of geolocation data between cooperatives, exporters and importers, in the format necessary for the EU system. This will help reduce the cost and complexity of compliance whilst also supporting the market access of smallholder coffee and cocoa producers supplying to the EU and other markets.



Strengthening Our Campaigning Approach

5

In 2025, we undertook a rapid assessment of the external campaigning landscape and our current campaigning model. The review reinforced the importance of ensuring that the voices and experiences of people most affected by trade injustice are at the forefront in our campaigns. It also highlighted opportunities to deepen engagement with UK communities, and the need to involve young people in ways that motivate, empower, reward and upskill them. These insights will inform our future campaigning approach, helping us further build our movement and ensure it is as inclusive, representative and impactful as possible.

We also worked with the ImpactEd Group to review the impact of our people-powered movement across the UK. The review showed that our network of supporters is committed to using their purchasing power to address unfair global trade and use their voice to challenge those in power, with over 90% prepared to take action compared to the UK average of 25%. We know that most of these actions are a result of being part of a local campaigning group, with Fairtrade's role being to provide strong resources and clear supporting actions.

This review also showed that being part of a Fairtrade-accredited school impacts pupil skill development and outlook with 82% of pupils at the highest award level reporting that they want to learn more about changing the things they care about.

Teachers in Fairtrade Schools reported Fairtrade school activities improving organisational, communication and numeracy skills in various ways through community work, letter writing campaigns and delivering assemblies, growing pupil confidence and teamwork.

**Over 200,000 downloads
of Fairtrade
curriculum-linked
resources.**

In 2025, Fairtrade Foundation's programmes delivered greater impact through producer- and worker-centred interventions for systemic change. Our multi-year portfolio has reached a record £12.6 million across cocoa, vanilla, bananas, coffee, tea, flowers, gold and other commodities, with activities in West Africa, East Africa, Latin America and Asia.

Programmes leverage partnerships to tackle major global supply chain risks, focusing on:

- Living income and wage strategies including pricing, access to finance, and income diversification;
- Addressing climate risk, productivity, and resilience;
- Promoting gender equality, youth, and inclusion;
- Strengthening producer ownership and cooperative governance to enhance farmer representation and outcomes.

Innovation is central to our strategy, with significant investment in monitoring, evaluation, and learning to inform evidence-led decisions.

1. Tackling living incomes and climate resilience in cocoa, vanilla and tea supply chains

Across cocoa, vanilla and tea, our flagship programmes focused on sustainable livelihoods, producer leadership and climate resilience. Key highlights from 2025 include:

A successful year of implementation for our five-year **Livelihoods Ecosystem Advancement Programme (LEAP)** in Côte d'Ivoire (funded by Mars, Incorporated and the Ministry of Foreign Affairs (MFA) Finland). This included a major strategic pivot to integrate conditional cash incentives linked to pruning and children's school enrolment, expansion of the Agripreneur Business Unit (ABU) model, enabling cooperative-based service delivery at scale, and successful private sector partnership brokering deals in rubber, honey, cashews and palm oil for cooperatives. The programme has also contributed to enhanced producer resilience by rolling out climate-related crop insurance, with 120 producers receiving compensation in 2025.

The first disbursements from the **LEAP Finance Facility** (a revolving US \$2 million loan fund, funded by Mars, Incorporated) were made in 2025. They supported harvest finance and established beekeeping as an alternative source of income-generation for producers.

The LEAP mid-term evaluation showed positive results on programme impact pathways.

The **Living Income Accelerator Programme (LIA)** funded by Ben & Jerry's continued as a core system-wide living income mechanism in 2025. Key results included: price protection and additional investment beyond Fairtrade Premium via the Living Income Reference Price (LIRP) in Côte d'Ivoire, cooperative professionalisation and productivity improvement, and strong gender focus through income diversification programmes for women's groups in Côte d'Ivoire and Madagascar.

A major achievement in 2025 was the development and launch of the flagship global Fairtrade Living Income Programme - a holistic, modular investment package which includes payment of the LIRP alongside investments in productivity, child wellbeing and climate/income resilience building modules. The programme is currently being funded by M&S. It is being rolled out at Yeyasso Cooperative and will be scaled to others as more partners come on board.

In 2025, Fairtrade launched the Cocoa Productivity Improvement Programme (PIP) in Peru, funded by Co-op and ICAM. This 12-month project is delivered by the Latin American and Caribbean Network of Fairtrade Small Producers and Workers (CLAC), with initiatives focusing on sustainable cocoa cultivation and compliance with EUDR. Through hands-on training and workshops, two cooperatives are being supported to improve soil fertility, enhance productivity, increase the use of natural fertilisers and reduce the incidence of pests and diseases. CLAC have also been providing deforestation training, georeferencing and risk assessment support.

We've also made exciting progress in living incomes for tea. Towards the end of 2025, Fairtrade Foundation, Fairtrade Africa and Fairtrade International worked together with Lidl GB to develop the first-ever Living Income Reference Price for tea sourced from the West of Rift Valley in Kenya. In 2026 we look forward to progressing our work in living incomes for tea farmers by securing partner commitments.

2. Workers' rights and human rights programmes

The DONUTS Improved Workers' Rights in Ethiopian Flowers (IWREF) programme, funded by Aldi UK and MFA Finland, finished in December 2025 and achieved concrete gains in collective bargaining, maternity and paternity rights, disability inclusion and wage negotiations. The next programme, Rights in Bloom (launching in 2026) will build on this progress, aiming to secure decent work and sustainable livelihoods for flower farm workers in Ethiopia and drive towards a sectoral Collective Bargaining Agreement.

The Responsible Peruvian Gold programme wrapped up in October 2025 after 4 years of implementation. The programme supported Artisanal and Small-scale Mining Organisations (ASMOs) in Peru to become stronger organisations by improving mining practices, access to formal financing and international markets under Fairtrade terms. This programme was funded by the European Partnership for Responsible Minerals (EPRM).

The Assam Approach programme design for 2025-2027 was approved by partners (Ringtons, M&S, Sainsbury's and Waitrose) in April and implementation started soon after. During 2025, 13 company policies at the target producer were improved to strengthen workers' rights and inclusive risk assessments were completed with workers and management. The Fairtrade Development Fund, funded by M&S, Sainsbury's and Waitrose, was invested in improving worker housing conditions. Workers were trained on occupational health and safety and gender awareness in the workplace, as well as effective Fairtrade Premium management.

3. Climate and environmental programmes

The Sustainable Banana Programme (SBP) seeks to improve the livelihoods and long-term viability of smallholder banana farmers as well as improving the sustainability practices on large-scale plantations. In 2025, the total area covered by the SBP was 2,307 hectares and over this area there was an average increase in productivity attributable to SBP of 6.7%. In 2026, we will be pooling investments from multiple UK retailers into the SBP.

The India Cotton Programme, funded by Traid, seeks to develop quality non-GM seed that is adaptable to different climate conditions and resilient to changing weathers for smallholder Fairtrade cotton farmers within Madhya Pradesh and Rajasthan states of India. The project's goal is to make these hybrid seeds available to and affordable for farmers, providing access to higher value markets for their product.

The West Guji Improved Cookstove Distribution Programme is a two-year (2024-26) initiative designed to promote clean cooking solutions and build climate resilience in remote coffee-growing communities in Oromia region, Ethiopia. This project is funded by M&S through their 'Cup of Ambition' initiative. By the end of 2025, a total of 2,806 improved cookstoves had been produced, with 1,403 distributed and installed in coffee-farming households at subsidised prices. These improved cookstoves reduce greenhouse gas emissions, improve energy efficiency, and enhance household health and wellbeing.

4. Driving commitments in living wages for banana growers

We have continued to support retailer commitments to banana workers in the supply chain to earn a living wage through the payment of voluntary contributions to workers in the form of the Fairtrade Banana bonus.

This has enabled two UK retailers (Sainsbury's and Waitrose) to have delivered on their industry commitment towards enabling living wages for banana workers, convened by IDH (the Sustainable Trade Initiative), before the deadline of 2027.

What is next?

In 2026, Fairtrade Foundation will continue to grow and deepen programme partnerships by addressing key supply chain risks, increasing impact, and demonstrating innovation and expertise. In particular, we have laid the foundations for **pooled, modular and regulation aligned programming** heading into 2026 and beyond.

In 2025, our programmes reached more than 50,000 smallholder farmers and workers directly, and more than 300,000 people indirectly.

Thank you to our partners

Your commitment to Fairtrade's movement for change helped farming communities around the world share almost £30 million in Fairtrade Premium payments in 2025 alone.

Strategic Partners:

Aldi UK, Ben & Jerry's, Cafédirect, Greggs, Clipper, Co-op, Lidl GB, Mars, Incorporated, Mondelēz International, M&S, Waitrose, Sainsbury's, Tony's Chocolonely.

Partner Network:

Asda, Ava Mary Aromas, Betty & Taylors, Bloom & Wild, Brewgooder, Cafea UK, Chocolate & Love, Divine Chocolate, DR Wakefield, The Dutch Flower Group (DFG), Finlays, Fyffes, Guylian, ICAM, Jenipher's Coffi, Journeys End, JZ Flowers, Karma Drinks, Kering, Kingdom Coffee, Kingsland Drinks, Koolskools, Liberation Foods, Lincoln & York, Little Green Radicals, Masterroast, Matthew Algie, MM Flowers, Montezuma, Morrisons, Mr Beast Feastables, Neutral, NutCellars, Owen's Coffee, Pladis, Portion Solutions, Primafruit, Revolver Co-operative, Ringtons, Shared Interest, Tate & Lyle Sugars, Tesco, TK Maxx, Turtle Bags, UCC Coffee, Wish4 Fairtrade, YOU Underwear, Zaytoun.



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Thank you for standing with farmers. Together, we are making fairness part of business. Talk about it. Share it. Be proud of it.

Edmund Biwott, Tea Farmer at Momul Tea Factory, Kenya

In 2026, Fairtrade will begin delivering its 2026–2028 *Do It Fair* strategy, focusing on powering up our mission and accelerating progress towards fairer, more resilient trade. Through this strategy, we are prioritising impact, innovation and collaboration, with clear objectives to grow market access on Fairtrade terms, mobilise the movement for fairer trade, and pioneer new approaches that strengthen resilience across global supply chains, underpinned by a more agile, impact-led organisation.

We will prioritise impact, innovation and collaboration, ensuring our work delivers meaningful change for farmers and workers across global supply chains.

We will grow market access on Fairtrade terms by scaling our risk and resilience work, strengthening partnerships, and convening businesses around shared action in key sectors and commodities.

We will deepen collaboration across the Fairtrade system by advancing integration centred on producer agency, working closely with our producer networks. Building on good results in 2025, we will continue to expand our bolder brand and communications, with renewed investment in our movement and education work to grow public awareness, advocacy and engagement with our mission.

In summary, 2026 will be about building on our existing momentum – further strengthening impact, shifting power, and mobilising people and markets to deliver a fairer future for farmers and workers.



**Ms Saritha Kumari, tea plucker at UNTE, India,
getting her son ready for school.**



FINANCIAL REVIEW

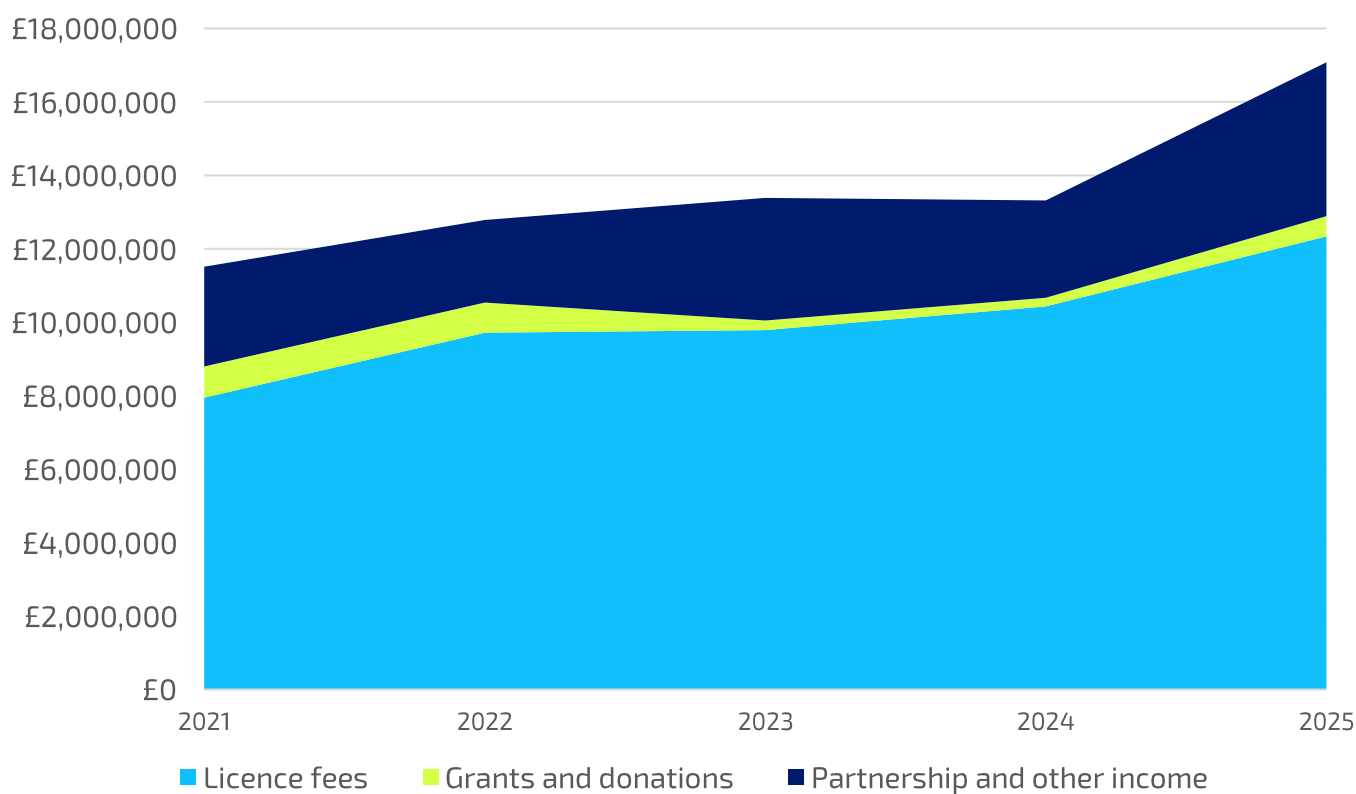
Financial performance

Overall, there was a £232,000 deficit (2024: £861,000) on unrestricted funds and a £61,000 surplus (2024: £176,000) on restricted funds, leading to a total deficit of £171,000 (2024: £1.0 million deficit) for the year ended 31 December 2025. Movements in income and expenditure within that overall position are explained below.

Total incoming resources in 2025 increased by 28 percent to £17.1 million from £13.3 million in 2024. This was driven primarily by increases in licence fee income (£1.9 million) and partnership and other income (£1.6 million), together with higher grant income (£310,000), partly offset by decreases in donations (£63,000) and lower investment income (£43,000).

Licence fees continue to represent the majority of our total income, accounting for 72 percent of income in 2025 (2024: 78 percent). Licence fee income increased by 18 percent to £12.3 million (2024: £10.4 million), reflecting strong sales performance by key licensees. **Partnership and other income** increased significantly to £4.0 million (2024: £2.4 million), largely due to the timing and scale of commercial partner-funded programmes and other partnership activity in the year. **Grant income** also increased to £550,000 (2024: £239,000). **Donations and legacies** were £139,000 (2024: £201,000), whilst **investment income** was £38,000 (2024: £79,000).

Trend in income



Total expenditure increased by 20 percent to £17.3 million (2024: £14.4 million) and comprised:

- An increase of £2.6 million in empowerment of farmers & workers to £10.0 million (2024: £7.3 million), reflecting increased programme and delivery activity.
- An increase of £210,000 in growth and innovation to £4.9 million (2024: £4.7 million), supporting continued focus on growing income and volumes for producers.
- A decrease of £68,000 in advocacy and citizen engagement to £2.1 million (2024: £2.2 million).
- An increase of £107,000 in the cost of raising funds to £285,000 (2024: £178,000).

Of the total expenditure, charitable expenditure represented 98 percent and the cost of raising funds represented 2 percent (2024: 99 percent and 1 percent respectively).

It should be noted that the impact of Fairtrade is not just the direct charitable expenditure. Producers' lives are significantly improved by access to guaranteed Fairtrade Minimum Prices and Fairtrade Premium.

Total funds decreased by 3 percent to £5.1 million at 31 December 2025 (2024: £5.3 million). Restricted funds increased to £241,000 (2024: £180,000), whilst unrestricted funds decreased to £4.9 million (2024: £5.1 million).

Investment policy

The Memorandum and Articles of Association allow the Fairtrade Foundation to invest funds not immediately required as the Trustees think fit. The Board has an investment policy that allows cash to be invested in short-term cash deposits of up to six months. All investments are subject to financial and ethical criteria. Due to the level of cash reserves the Foundation has only invested in on-call cash accounts.

Reserves policy

The Trustees review the reserves policy each year as part of the overall risk management of the Foundation. The target level of reserves is reviewed as part of the planning and statutory reporting cycles. Reserves are needed for working capital and to cover temporary shortfalls in income and unforeseen increases in expenditure so that the charity can continue to operate at all times. The Trustees have reviewed the reserves policy as at 31 December 2025. Under the policy, the target reserves level is based on a risk-based calculation of £3.6 million (2024: £3.6 million), based on the financial implications and likelihood of significant risks.

Free reserves, excluding fixed assets (2025: £28,000, 2024: £33,000), as at 31 December 2025 were £4.9 million (2024: £5.1 million) and were therefore 36 percent above the minimum level set by the reserves policy.

Trustees consider that given the continuing uncertainty facing the economy, our licensees and Fairtrade consumers from the conflict in the Middle East, high interest rates, together with the financial impact of other principal risks and uncertainties noted in the next section below, that it is prudent to hold a level of reserves which is higher than the policy to ensure stability over the coming year. The Trustees expect to invest a proportion of these reserves into activity spend in 2025 to further the organisational goals. The level of reserves is monitored quarterly by the Trustees.

Cash is also a limiting factor. The majority of income is from licence fees which are invoiced in arrears. Therefore, cash balances are not always correlated with reserves. Cash balances increased in the year to £4.4 million (2024: £2.6 million), of which £2.0 million (2024: £0.6 million) was restricted funds. Cash flow forecasts are prepared regularly, and future cash needs are taken into account when setting reserves targets and budgets.

Note 17 of the Notes to the Financial Statements provides a description of the constituents of the Foundation's restricted and unrestricted funds.

Going concern

Trustees and management conduct quarterly reviews of financial trends and the assumptions used in forecasting financial performance for at least the next 12 months.

After reviewing the Foundation's forecasts and projections, including taking into consideration the impact of economic uncertainty as a result of prices, inflation and interest rates, the continuing political unrest around the world, and the potential financial impact of the principal risks set out below, the Trustees have a reasonable expectation that the Foundation has adequate resources to continue in operational existence for the foreseeable future. The Foundation therefore continues to adopt the going concern basis in preparing its consolidated financial statements. There are no material uncertainties about the charity's ability to continue.

Risk management

The Trustees undertake a regular review of risks and opportunities facing the Fairtrade Foundation, and the risk register is reviewed at each quarterly Finance and Audit Committee and Board meeting. Risk management and continuous improvement are an integral part of the senior leadership team's responsibilities. The Trustees believe that through this process a wide range of risks have been identified, quantified and, where appropriate, action taken on an ongoing basis to manage those risks. The Trustees have reviewed the risks and consider the strategies for mitigating the risks to be appropriate; though some additional work to improve internal controls to identify, assess and manage risk, including in better articulating day-to-day accountability, is needed. One method of combating risks and uncertainties used by the Trustees is through financial forecasting and scenario planning, and holding appropriate levels of reserves and cash, giving time to respond to situations as they arise.

Principal risks

Income diversification

We continue to face increasing challenges and pressure on our licence fee income, which remains our predominant income stream. To enhance financial resilience and mitigate this, we are exploring new ways of working with businesses and other stakeholders. We continue to work in new and innovative ways with our commercial partners and programmatic donors to create more impact for producers through traditional programmes and by leveraging our expertise.

We are also working with current and prospective partners in light of enhanced regulation in both the UK and the EU (for example, the Empowering Consumers ahead of the Green Transition Directive), as Fairtrade Foundation's work presents a critical strategy to businesses to enable them to demonstrate supply chain risk management and evidence towards sustainable farming and practices.

Data and information

A co-ordinated global data and digital information strategy for the future is key and is an integral part of the 2021-2025 strategy. The global Fairtrade system is in the middle of a multi-year project to design and implement a data and digital information strategy. This includes better use of tools to help smallholder farmers digitalise operations, ensure traceability and transparency, and contribute to a more efficient and resilient supply chain with fewer intermediaries. The project also focuses on improvement of data governance, centralised data warehousing, and business information tools – especially to enable Fairtrade to move away from more bespoke data solutions (which often require a more manual form of maintenance). Significant resources are being put into ensuring that our data and information tools are appropriate and fit for purpose, enabling us to provide all relevant stakeholders with information and insight to support and drive Fairtrade commitments.

The impact of economic uncertainty

The continuing effects of high prices, inflation, interest rates, tariffs and political unrest across the world are all combining to produce uncertainty for consumers and licensees. In particular, the impacts of the wars in Iran and the Middle East are being felt around the world – and though Fairtrade producers are far from this conflict, disruption in the region is pushing up energy, fertiliser and freight costs worldwide. Fairtrade's income is reliant on the performance of our licensees, which are being affected both by consumer choice, forced by economic realities, and their own cost and supply chain pressures. There may be longer-term effects on the ongoing viability of some licensees, as well as the supply of Fairtrade goods into the UK depending on specific circumstances in different countries and different supply chains. The impact of economic (and political) uncertainty has also, in recent years, resulted in a drastic reduction of institutional and government funding to programmatic interventions.

The situation continues to be monitored, with forecasts being revised when appropriate. The risk is mitigated by the Foundation holding good levels of reserves which, together with sensible cost control, have helped us through the disruption of previous years.

The UK economy and grocery market

The continued pressure on retailers to reduce prices threatens sales of Fairtrade products as retailers are examining ways to reduce costs. This presents a risk to producers and workers that the market for their products will reduce and a risk for the Foundation that income will fall. This is mitigated by maintaining close relationships with retailers and licensees and by continually demonstrating the commercial value to their businesses – in addition to the benefit of Fairtrade to producers and workers. We continue to maintain and increase the awareness of the value of Fairtrade with the public.

Attracting and retaining talent

Our people are key to our success which is driven by the talent, passion, resilience and commitment of our team. However, we are operating in a competitive and sometimes candidate driven market, where the skills we require now and in the future are in high demand. We risk losing key people and/or failing to attract good people. To mitigate this, we have designed and are implementing a multi-year People and Culture Transformation Programme covering leadership, culture, performance, talent attraction, talent retention and total reward. The aim is to build a deeper sense of belonging and engagement, creating an environment where our people can thrive, with a strong organisational culture aligned to strategic goals. Top talent will be attracted and retained by highlighting the unique offerings and experiences that people can expect from working for the Foundation.

Transformation projects

As well as the People and Culture Transformation Programme, we have a number of strategic projects underway to develop and innovate both our partnerships and our communications and advocacy work. Cross functional execution of these projects brings complexities to navigate and can lead to delays and the risk that the projects do not deliver the required outcomes on time or fail to maximise the expected benefits. Additionally, we may lack the internal capabilities and talent to support moving into new business areas. Ultimately, this can hinder achievement of strategic objectives through business disruption, increased costs and an inability to capitalise on efficiencies, and/or lost opportunities. To mitigate the risks, we have governance frameworks and detailed project management in place across each of the projects, monitoring progress, risks and dependencies with regular updates to the senior leadership team. Each project is supported by a cross-functional steering group, including at least one senior leadership sponsor, that meets regularly to review status, risks, dependencies and impacts, reporting to the Board of Trustees or one of its committees as appropriate. Talent mapping is carried out to ensure we have the appropriate capability and capacity in place to deliver our strategic objectives.

Governance and structure

The Fairtrade movement is made up of a number of organisations across the world, representing different needs and perspectives. This leads to a richness and depth of knowledge; for example, giving producer organisations a voice to lead the future of Fairtrade. It also naturally increases the risk that changes become difficult to make or decision-making too complicated. However, this is mitigated through various cross-movement groups, including representatives of the movement's organisations. The 2021-2025 strategy process has focused on cross-movement collaboration and 'one Fairtrade' solutions which will set us up well for the future.

Reputation

Fairtrade continues to prioritise investment in evidence and insights work to ensure that we are able to make accurate claims of success, learn from experience, are open and constructive when challenges are brought to light, and continue improving to maximise impact for producers and workers. We have a cross-functional supply chain and media risk management process which enables us to monitor risks in supply chains, working closely with our producer networks to map and address risks. We are working internationally across the Fairtrade global system to address how we position Fairtrade in the market, demonstrate our differentiation from other certification schemes and leverage the fact that Fairtrade is the most recognised ethical scheme in the UK.

Cyber security incidents

The cyber security landscape is continuously evolving, with threats becoming more sophisticated, aggressive and more frequent. We continue to improve security policies, procedures and capabilities to reduce the risks related to confidential data loss, malware infections, ransomware, phishing attempts, DDoS attacks and insecure third-party software. Multi-factor authentication across our systems increases our protection against phishing and malware attacks. We run awareness-raising campaigns and more formal training for employees on cyber security and work with independent third-party specialists when appropriate. Fairtrade has also sought Cyber Essentials certification, which is key to enabling us to identify and remedy issues. This provides an additional layer of both assurance and opportunity for issue-spotting through having an external expert review our systems.

Structure, Governance and Management



The organisation of the charity

The Fairtrade Foundation is a company limited by guarantee and a charity registered in England and Wales. It is governed by its Memorandum and Articles of Association as adopted on 2 July 1992 and subsequently amended in January 1994, May 2003, July 2006, June 2007, October 2012, January 2017 and December 2019. The organisation was founded in 1992 by CAFOD, Christian Aid, Oxfam, Traidcraft Exchange and Global Justice Now (at the time known as the World Development Movement). The National Federation of Women's Institutes joined shortly afterwards. These organisations are known collectively as the Founder Members. In 2003, membership was opened up to enable other organisations to participate in the governance of the Foundation and to share their expertise and experience. Organisations applying for membership are expected to have either a strong development or consumer focus, and to contribute to the promotion of Fairtrade. A full list of member organisations is given on page 73.

Trustee appointment and induction

The Board can comprise up to 12 Trustees (and no less than nine) who are appointed by the process determined by the Articles of Association. Up to six positions are available to be elected by the full membership. Two further places are available to be nominated by the Producer Networks (and if not filled, a candidate for one of those places can be nominated by a Fairtrade entity outside the UK) and a further four places may be co-opted by the Board.

Formal elections take place at the annual general meeting where one third of the elected Board stand down by rotation. Trustees are elected or co-opted for a three-year term. Trustees can serve for up to nine years before they are required to stand down. After a period of one year, Trustees become eligible for reappointment. Trustees review the existing skills and identify key skill gaps as part of drawing up the specification for co-opting potential Trustees.

The Foundation advertises externally to attract a full range of candidates. All new Trustees receive an induction pack, which contains information on the history of the organisation, governance and operational structures, minutes of trustee meetings for the previous year, relevant budgets and accounts, and Charity Commission publications on trustee responsibilities. In addition, Trustees are invited to staff induction days and a wide range of events, for example during Fairtrade Fortnight and other promotional events, licensee meetings and stakeholder events. Should the appropriate opportunity arise, Trustees may visit producer groups to see first-hand the impact of Fairtrade.

The Board conducts an annual review of its performance, including a survey of Trustees. This helps Trustees identify and assess the areas of governance that perform well and where improvements may be needed, and to review and consider the skills mix of the Board and sub-committees.

Trustee meetings and Board sub-committees

The Board meets at least four times a year and has overall responsibility for the policy and strategic management of the Foundation. The main tasks of the Board are:

- Setting and maintaining the Foundation's vision, mission and values and in particular agreeing and approving the strategic plan
- Ensuring strong links with the member organisations and the Fairtrade movement
- Contributing creatively to the development of the Foundation, including fostering relationships with major licensees
- Developing the Foundation's policies on trade justice and other means of poverty reduction related to the Foundation's core activity
- Agreeing and monitoring major policies and programmes
- Supporting and appraising the Chief Executive and approving staffing and remuneration policies
- Approving annual plans and budgets; and reviewing reports and management accounts to ensure that the Foundation's performance is in line with its policies and programmes
- Ensuring that it is identifying and managing any risks appropriately.

During 2025, the Board had three sub-committees: the Finance and Audit Committee; the Nominations Committee; and the People, Safeguarding and Remuneration Committee.

The Finance and Audit Committee consists of between three and five Trustees and meets a minimum of four times a year. Duties include the following:

- Considering strategic issues, including planning and risk
- Reviewing drafts of financial policies, budgets and annual accounts
- Reviewing the management accounts and statutory accounts
- Monitoring the development, implementation and compliance of IT and Finance strategy and policies
- Monitoring and advising on internal financial controls.

These functions and activities do not absolve the full Board of Trustees of its legal responsibilities.

The Nominations Committee consists of at least three Trustees of the Board, who are approved by the Board. Its key responsibility is to manage the appointment of Trustees and members of the Board and its constituent committees respectively. The committee is responsible for ensuring formal, rigorous and transparent appointment procedures, and for carrying out a review and forward planning to ensure the Foundation has a balanced, appropriately experienced and qualified Trustee base.

The People, Safeguarding and Remuneration Committee consists of at least three Board members and has overall responsibility to set remuneration, with associated terms and conditions of employment, for all staff of the organisation including the senior leadership team. The committee also provides strategic oversight for safeguarding work across the Foundation, and reports to the Board on safeguarding on a quarterly basis. The committee also provides strategic oversight and Trustee sponsorship of anti-racism work within the Foundation.

Operational management

A scheme of delegation is in place, which devolves day-to-day operational management of the Foundation to the Chief Executive, who is supported by an executive team consisting of a Partnerships Director, Director of Communications and Advocacy, People & Culture Director, Director of Strategy, Intelligence and Operations and Director of Finance & Risk.

Remuneration

The Fairtrade Foundation is a unionised organisation and we recognise the Union for collective bargaining. The charity negotiates annually with the Union on salary and remuneration terms and conditions. The suggested pay award is ratified by the People, Safeguarding and Remuneration Committee. The Foundation uses a job evaluation system for benchmarking to set grades and associated pay scales for all posts, which includes all directors' posts.

We aspire to pay at least median market rate for all grades, and these are benchmarked against similar size and type of organisations, comparing to both sector and financial turnover. We ensure that our highest salary is no more than five times the lowest salary. Some technical specialists can command a market premium. A market premium is only considered if there has been recruitment and/or retention difficulties and benchmark data confirms the need for a market premium. The decision to pay a market premium is approved by the People, Safeguarding and Remuneration Committee.

Statement of Trustees' responsibilities

The Trustees (who are also directors of the Foundation for the purposes of company law) are responsible for preparing the report of the Trustees, the strategic report and the financial statements in accordance with applicable law and regulations. Company law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards) and applicable law. 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 net incoming/outgoing resources for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue to operate.

The Trustees are responsible for keeping proper 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Financial statements are published on the charity's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the charity's website is the responsibility of the Trustees. The Trustees' responsibility also extends to the ongoing integrity of the financial statements contained therein.

Fundraising

We comply with all relevant statutory regulations and we strive for best practice in fundraising by complying with a range of codes of practice and standards. This includes being a member of the Institute of Fundraising and registering with the Fundraising Regulator, adhering to its Code of Fundraising Practice. We do not engage with any professional fundraisers nor any other commercial participator to fundraise on our behalf. We closely monitor the quality of our fundraising work and received no complaints during 2025. We continue to observe the code of fundraising practice from the Fundraising regulator in the UK. This includes safeguards to preclude us from requesting donations from vulnerable people.

Public benefit

The Trustees confirm that they have complied with their 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 the Fairtrade Foundation are carried out, in line with its objects, for the public benefit as described in this report.

Charity governance code

The Fairtrade Foundation takes its governance responsibilities seriously and aims to have a governance framework that is fit for purpose, compliant and efficient. In summer 2024, the Fairtrade Foundation Board conducted a self-assessment on how they work together as an effective team. Overall, the review concluded that the Board was operating effectively, with a plan in place to review how to increase the diversity of the board, revising the approach to trustee objective setting, and the approach the Board would like to take to the development of the Foundation's next strategic cycle.

Safeguarding

Safeguarding means protecting people's health, wellbeing and human rights and enabling them to live free from significant harm, physical and emotional abuse, neglect and exploitation of any kind, including consequences of any misuse of personal data. We work to ensure we are protecting children and vulnerable adults from harm that arises from coming into contact with our staff, associated personnel or programmatic work overseas.

We work with Fairtrade International to act to protect any person from abuse, exploitation and neglect occurring in Fairtrade operations system-wide. We are committed to the protection of people from abuse, exploitation and neglect, and we always take immediate action to follow up on a concern or an allegation about a person's safety and wellbeing. We are committed to supporting children's rights to survival, development, protection, and participation.

Similarly, we are also committed to protecting vulnerable adults from significant harm as defined in Fairtrade Standards relating to forced labour, gender-based violence and harassment. We believe that protection of children and vulnerable adults is both a corporate and an individual responsibility, and every person who undertakes and/or shares in the work of the Foundation also shares in the responsibility to take every precaution to protect the children and vulnerable adults we directly or indirectly serve.

The Foundation has safeguarding focal points who monitor safeguarding concerns throughout the organisation and ensure that we have taken appropriate action to keep people safe. We have An Act to Protect and Safeguarding Policy and Code of Conduct in the UK, which states the Foundation will not tolerate abuse and exploitation by staff or associated personnel. A member of the Board acts as safeguarding lead and safeguarding is a standing item at Board meetings. All staff and Trustees receive safeguarding training. Safeguarding is part of staff induction and safeguarding is embedded into our organisational strategy and culture. We conduct DBS (criminal records checks) through an external provider and have embedded a process for undertaking checks on new and existing roles that require it. From January to December 2025, there were no whistleblowing complaints raised to Fairtrade Foundation. In the same period, 16 Act to Protect cases were raised regarding incidents within global supply chains (none of which related to Fairtrade employees or consultants/direct contractors). There were no new serious incident reports made to the UK Charity Commission.

Statement as to disclosure to auditors

So far as each Trustee is aware, there is no relevant audit information of which the company's auditors are unaware, and each Trustee has taken all the steps that he or she ought to have taken as a company director in order to make himself or herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

Acknowledgements

The success of Fairtrade is due to the commitment and dedication of all the stakeholders in the Foundation's work – the producers, consumers, licensees and retail partners, the grassroots campaigners and supporters, staff and volunteers. We particularly thank our volunteers and celebrities for the time they freely give to promote Fairtrade. Campaigners provide invaluable support to the Foundation. They run events to promote knowledge of the FAIRTRADE Mark. Fairtrade Fortnight and other events also depend heavily on the input of many volunteers. A total of 2 volunteers helped in the Fairtrade office or remotely at some time during the year.

Trustee changes

In September 2025, we bade a sad farewell to our long-standing Trustee, Alison Marshall. Alison has been an invaluable Trustee, always bringing valuable thought, challenge and creative thinking to the Board. We recruited a new Trustee, Larissa Kennedy, to replace Alison. Larissa brings community organising, youth campaigning and expertise in storytelling to the Board and we look forward to welcoming her formally in 2026.

This report, including the strategic report, was approved by the Trustees of The Fairtrade Foundation on 18 August 2026, in their capacity as company directors, and signed on its behalf by:



Dr Nyagoy Nyong'o, Chair of Trustees



FAIRTRADE

**INDEPENDENT
AUDITOR'S REPORT
TO THE MEMBERS OF
THE FAIRTRADE
FOUNDATION**

Independent Auditor's Report to the members of the Fairtrade Foundation



Opinion

We have audited the financial statements of the Fairtrade Foundation ('the charitable company') for the year ended 31 December 2025 which comprise the Statement of Financial Activities, the Balance sheet, the Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 31 December 2025 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 trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion: based on the work undertaken in the course of our audit

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In 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 strategic report or the directors' report included within 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 and proper accounting records have not been kept; 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.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at:

www.frc.org.uk/auditorsresponsibilities.

This description forms part of our auditor's report.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation (GDPR), taxation and employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the recognition and classification of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance and Audit Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards.

For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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 and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Dipesh Chhatralia
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
London
 21 August 2026



FINANCIAL STATEMENTS

**FOR THE YEAR ENDED 31
DECEMBER 2025**

Statement of Financial Activities for the year ended 31 December 2025



(including the Income and Expenditure Account)

	Notes	2025 Unrestricted £ 000	2025 Restricted £ 000	2025 Total £ 000	2024 Total £ 000
Income from:					
Donations and legacies	2	139	-	139	201
Grants	4	-	550	550	239
Investment income		38	-	38	79
Licence fees		12,338	-	12,338	10,429
Partnership and other income	5	639	3,375	4,014	2,369
Total income		13,154	3,925	17,079	13,317
Expenditure on:					
Raising funds	6	285	-	285	178
Charitable activities					
Empowerment of farmers & workers		6,105	3,864	9,969	7,322
Growth & Innovation		4,877	-	4,877	4,668
Advocacy & Citizen Engagement		2,119	-	2,119	2,186
Total charitable activities		13,101	3,864	16,965	14,176
Total expenditure		13,386	3,864	17,250	14,354
Net income/(expenditure), being net movement in funds	9	(232)	61	(171)	(1,037)
Reconciliation of funds:					
Fund balances brought forward		5,118	180	5,298	6,335
Fund balances carried forward		4,886	241	5,127	5,298

Balance Sheet as at 31 December 2025



	Notes	2025 £ 000	2024 £ 000
Fixed assets			
Intangible assets	11	-	-
Tangible assets	12	28	33
Current assets			
Debtors	13	5,702	4,697
Cash at bank and in hand	21	4,425	2,639
Total current assets		10,127	7,336
Liabilities			
Creditors: amounts falling due within one year	14	(4,877)	(1,903)
Net current assets		5,250	5,433
Total assets less current liabilities		5,278	5,466
Creditors: amounts falling due after one year	14	(20)	(37)
Provision for liabilities and charges	15	(131)	(131)
Net assets		5,127	5,298
The funds of the charity:	18		
General funds		4,858	5,085
Designated funds – Fixed Assets		28	33
Unrestricted funds		4,886	5,118
Restricted funds		241	180
Total funds		5,127	5,298

The financial statements, including the balance sheet, were approved and authorised for issue by the Board of Trustees on 18 August 2026, and were signed below on its behalf by

Dr Nyagoy Nyong'o
Chair of Trustees
Company number: 02733136

Statement of Cash Flows for the year ended 31 December 2025



	Notes	2025 £ 000	2024 £ 000
Cash flows from operating activities			
Net cash provided by operating activities	21	1,795	(1,942)
Cash flows from investing activities			
Purchase of property, plant and equipment	11&12	(9)	(4)
Change in cash and cash equivalents in the year		1,786	(1,946)
Cash and cash equivalents at 1 January		2,639	4,585
Cash and cash equivalents at 31 December		4,425	2,639

Notes to the Financial Statements for the year ended 31 December 2025



1. Accounting Policies

1.1 Company information

The Fairtrade Foundation is a Public Benefit Entity registered as a charity in England and Wales and a company limited by guarantee. It was incorporated on 21 July 1992 (company number: 02733136) and registered as a charity on 3 February 1995 (charity number: 1043886).

1.2 Basis of preparation of accounts

The financial statements have been prepared under the historical cost convention in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Companies Act 2006 and the 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 2015.

The functional currency of the Foundation is considered to be GBP because that is the currency of the primary economic environment in which the Foundation operates.

Going concern

After reviewing the Foundation's forecasts and projections, including taking into consideration the impact of economic uncertainty as a result of the global trade war triggered by the new US regime, cost of living crisis, the ongoing war in Ukraine,

active review of our income pipeline and the potential financial impact of the principal risks set out in the Trustees' report, the Trustees have a reasonable expectation that the Foundation has adequate resources to continue in operational existence for the foreseeable future.

The Foundation therefore continues to adopt the going concern basis in preparing its consolidated financial statements. There are no material uncertainties about the charity's ability to continue.

Judgements, estimates and assumptions

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

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

In the view of the Trustees, the most significant estimates and judgements which may have a material effect on the amounts recognised in the financial statements are as follows:

- the level of provision for dilapidations (see detail in note 15)
- Licence fee is invoiced quarterly in arrears and is based on a percentage of the products' wholesale value or the volume of the Fairtrade commodity sold. Accurate billing is reliant on receiving timely reports of wholesale value or volume from licensees. Since the year end £2.5 million was billed relating to 2025 following submissions by licensees (and is included as an accrual within debtors – see note 13). Due to most data having been collected and reflected in the financial statements at the time the financial statements are signed the level of actual estimation is very low.
- the level of bad debt provision is estimated at £174,000 (2024: £269,000). We review aged debt on an account basis and provide in full for debt that is over 60 days old and 50% for those between 30-60 days as at the year end that is still outstanding as at the date the account is produced. Other factors such as the licensing status of the customer, their going concern status etc may also impact the level of provision made.

1.3 Fund accounting

Restricted funds arise from grants and donations given to the Fairtrade Foundation for specific areas and activities of the Foundation's work in furthering its objectives. The aim and use of each material restricted fund is set out in Note 17.

Unrestricted funds include the general funds of the Foundation (including fixed assets) and arise from surpluses of income over expenditure, which may be used at the discretion of the Trustees in accordance with the objectives of the charity.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of the designated fund is set out in Note 17.

1.4 Income

All income is included in the Statement of Financial Activities when the charity is legally entitled to the income, receipt is probable and the income can be measured with sufficient reliability.

The Foundation receives licence fees from companies marketing products carrying the Foundation's FAIRTRADE Mark, which means producers and businesses have met internationally agreed standards that have been independently certified. The fees contribute to the costs of work to increase our impact in the global south by increasing the volume of commodities sold on Fairtrade terms, increasing the number of farmers and workers who benefit from work on climate change, gender, productivity and hired labour and the costs of public education and awareness-raising work.

Fees are either calculated as a percentage of the products' wholesale value or based on the volume of the Fairtrade commodity sold and are largely invoiced quarterly in arrears. Licence fee is recognised in the period the sale is made by the licensee. Monitoring and auditing of all UK licensees is undertaken directly by FLOCERT.

Donations and grants will be recognised on a receivable basis, where there are no performance-related conditions, where the receipt is probable, and the amount can be reliably measured. Legacies are recognised at the earlier of cash received or notification of an interim distribution or when estate accounts have been settled.

Donated services are included as 'other income' at their estimated value to the charity when received, and under the appropriate expenditure heading depending on the nature of the service provided, at the same value and time.

Partnership and other income is included as earned in line with the satisfaction of the contract and underlying services.

1.5 Expenditure

All expenditure is included on an accruals basis. All costs have been attributed to one of the categories of resources expended in the Statement of Financial Activities and include a proportion of the support costs as detailed in Note 6. Support costs have been apportioned based on the number of staff engaged in each activity and all other costs have been apportioned based on the staffing costs of each activity in order to reflect the demands each activity makes on central support resources.

Governance costs are included within support costs. They include costs attributable to the governance of the charity and those relating to compliance with constitutional and statutory requirements. The costs associated with the additional support provided to Fairtrade International towards developing and improving governance across the Fairtrade movement are included in this category of expenditure.

Raising funds includes all costs incurred in raising funds from, and reporting back to, government, the European Commission, charitable trusts and foundations, and individual donors.

Costs of charitable activities include all costs incurred in seeking to achieve the charity's charitable purposes.

Empowerment of farmers & workers includes the cost of establishing and supporting supply chains, and support provided directly to producer groups and their regional networks.

Growth & innovation includes the monitoring and audit of supply chains of products licensed to carry the FAIRTRADE Mark, both in the UK and internationally, establishing and maintaining licence agreements and relationships with companies producing and distributing Fairtrade products, and the cost of exploring new markets and ways of working in order to deepen our impact for producers.

Advocacy & Citizen Engagement includes the activities funded to promote knowledge and awareness of the FAIRTRADE Mark and the need for Fairtrade in the interests of disadvantaged producers. It aims to deepen the emotional commitment to Fairtrade and to our mission of fighting poverty through trade.

1.6 Intangible fixed assets

Intangible fixed assets represent software costs capitalised in accordance with FRS102. These are stated at historical cost and amortised on a straight-line basis over the period for which revenue is expected to be generated (typically four years).

Amortisation is recognised in the Statement of Financial Activities as part of expenditure and is allocated across the expenditure headings on the same basis as support costs.

1.7 Fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Assets are included where the cost exceeds £1,000.

Depreciation is provided at 20 percent or 25 percent (depending on the nature of the asset) in order to write off the cost of fixed assets over their useful lives on a straight-line basis. A full year of depreciation is taken in the year of acquisition.

Depreciation is recognised in the Statement of Financial Activities as part of expenditure and is allocated across the expenditure headings on the same basis as support costs.

1.8 Stock

Stock of merchandise is included in the accounts at the lower of cost and net realisable value.

1.9 Pensions

All staff employed by the Fairtrade Foundation are eligible for membership of a defined contribution group personal pension plan.

The scheme is contributory (the Foundation pays up to 10 percent of salary depending on the level of the staff member's contribution). Pension contributions are charged to the Statement of Financial Activities in the period to which they relate. Further details are provided in Note 22.

1.10 Redundancy/termination payments

Redundancy and termination payments are accounted for in the period in which they are agreed or communicated with the other party.

1.11 Operating leases

Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

1.12 Value Added Tax

The charity is registered for VAT. In common with many other registered charities, the Fairtrade Foundation is unable to fully recover input VAT. During the accounting period, the total irrecoverable VAT suffered by the charity was £76,000 (2024: £101,000).

This irrecoverable VAT is included in the appropriate categories of expenditure within the Statement of Financial Activities.

1.13 Taxation

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

1.14 Foreign currency

Assets and liabilities denominated in foreign currencies are translated into sterling at the rate of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate ruling at the date of the transaction. Exchange differences are taken to the Statement of Financial Activities and recorded as a support cost.

1.15 Provisions

Provisions are recognised when the charity has a present legal or constructive obligation arising as a result of a past event, it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate can be made. Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a rate that reflects the current market assessment of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as an interest expense.

1.16 Financial Instruments

Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost using the effective interest method.

Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors.

A specific provision is made for debts for which recoverability is in doubt.

Cash at bank and in hand is defined as all cash held in instant access bank accounts and used as working capital.

Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions.

Assets and liabilities held in foreign currency are translated to GBP at the balance sheet date at an appropriate year-end exchange rate.

1.17 Grants payable

Grants payable are recognised in the year that an unconditional commitment is communicated to the grant recipient. In the case of multi-year grants, subsequent distributions are only recognised in expenditure once all reporting conditions have been met by the recipient and reviewed by the Foundation.

2 Donations

	Unrestricted	Restricted	2025	2024
	£ 000	£ 000	Total	Total
	£ 000	£ 000	£ 000	£ 000
Triodos Bank Fairtrade Saver Account	-	-	-	28
The TUUT Charitable Trust	-	-	-	12
Legacies	5	-	5	22
Other donations	134	-	134	139
Total donations	139	-	139	201

The Triodos Bank income is generated through the promotion of their Fairtrade Saver Account to individual savers. Triodos Bank donates the equivalent of 0.25 percent of the average balance of funds held in the year and the individual savers also have the opportunity to donate a portion or all of the interest earned on the account to the Foundation.

3 Use of Volunteers

Additional resources were provided by general unpaid volunteers who contributed approximately 360 hours of work in the year. Volunteers provided administrative and project support. These contributions are highly valued by the charity but, in line with the Charities SORP, are not recognised in the accounts due to difficulties in measuring their value.

4 Grants

	2025 Total £ 000	2024 Total £ 000
EPRM		
Improved ASMO Access to finance	151	54
Aldi		
Aldi Flowers Programme Ethiopia	50	100
M&S		
Living Income Improvement Programme	140	-
West Guji Improved Cookstove Distribution Programme	50	50
Child Labour and Forced Labour Prevention and Remediation Programme	-	25
TRAID		
Cotton breeding programme	22	-
Co-op		
Productivity Improvement Programme Peru	79	-
ISEAL		
Piloting Data Ownership with Cocoa COOP	34	-
Joint retailers		
Assam Approach	24	-
Waterloo		
Developing Fairtrade Market Solutions to Financing Education	-	10
Total Grants	550	239

All grants in 2025 are restricted.

5 Partnership and other income

	Unrestricted £ 000	Restricted £ 000	2025 Total £ 000	2024 Total £ 000
Cross-border sales administration fees	250	-	250	327
Expertise and commercial partner-funded programmes	168	3,375	3,543	1,799
FT recharges	198	-	198	160
Other fees and royalties	23	-	23	83
Total partnership and other income	639	3,375	4,014	2,369
from charitable activities				

Cross-border sales administration fees: the Foundation invoices UK licensees for licence fees due on UK and non-UK sales. National Fairtrade Organisations outside the UK invoice the Foundation for the licence fee on non-UK sales less an administration fee.

6 Expenditure

	Staff costs £ 000	Other direct costs £ 000	Support costs £ 000	2025 Total £ 000	2024 Total £ 000
Raising funds	239	26	20	285	178
Charitable activities:					
Empowerment of farmers & workers	1,912	7,893	164	9,969	7,322
Growth & Innovation	3,474	1,105	298	4,877	4,668
Advocacy & Citizen Engagement	1,627	353	139	2,119	2,186
Total charitable activities	7,013	9,351	601	16,965	14,176
Total expenditure in 2025	7,252	9,377	621	17,250	
Total expenditure in 2024	5,530	6,746	2,078	14,354	14,354

Other direct costs and support costs include payments made to Fairtrade International eV, FLOCERT GmbH and other National Fairtrade Organisations around the world. Membership contributions of £2.0 million (2024: £1.7 million) support Fairtrade International's functions in setting the international framework and co-ordination of Fairtrade, including the setting and development of Fairtrade Standards, supporting producers and traders to match supply and demand, and supporting smallholders and workers participating in Fairtrade.

Certification fees of £78,000 (2024: £66,000) are payable to FLOCERT, an independent certification company offering Fairtrade certification services.

Producer Network contributions of £2.5 million (2024: £2.1 million) are distributed to Producer Networks by Fairtrade International.

Other National Fairtrade Organisations invoice their non-UK licensees for licence fees due on UK and non-UK sales, and the Foundation invoices the National Fairtrade Organisations for the licence fees on UK sales less administration fees of £32,000 (2024: £24,000).

Support costs of £621,000 (2024: £2.1 million) have been allocated across activities.

Support costs have been apportioned based on the staffing costs of each activity in order to reflect the demands each activity makes on central support resources.

The breakdown of support costs by activity is shown below:

	2025	2024
	£ 000	£ 000
People	127	261
Finance & Business Intelligence	88	153
Information Technology	31	56
Management and administration	36	47
Governance	51	69
Facilities	288	430
Total support costs	621	1,016

2024 Comparative

	Direct staff costs	Other direct costs	Support costs	2024 Total
	£ 000	£ 000	£ 000	£ 000
Raising funds	115	20	43	178
Charitable activities:				
Empowerment of farmers & workers	1,510	5,244	568	7,322
Growth & Innovation	2,680	981	1,007	4,668
Advocacy & Citizen Engagement	1,225	501	460	2,186
Total charitable activities	5,415	6,726	2,035	14,176
Total expenditure in 2024	5,530	6,746	2,078	14,354

7 Grants payable to institutions

	Statement of Financial Activities heading	2025 £ 000	2024 £ 000
Fairtrade Africa and other African partners	Empowerment of farmers & workers	261	81
Fairtrade Finland	Empowerment of farmers & workers	70	425
Latin American and Caribbean Network of Fair Trade Small Producers and Workers (CLAC)	Empowerment of farmers & workers	112	113
Network of Asia and Pacific Producers and other Asian partners	Empowerment of farmers & workers	101	-
Total grants payable		544	619

We have a programmes guideline we follow when making grants to other organisations. We undergo a due diligence assessment of the organisations to ensure we have a reasonable level of assurance that they are suitable to engage with. A due diligence assessment form – covering ethical standards, labour practices and human rights, general risk factors (i.e. operational, financial and reputational risks), alignment to our values and our relationship with the organisation – is completed to ensure the organisation is right for us to engage with following a broad assessment. A grant agreement is put in place, which sets out the purpose of the grant and the responsibilities of all relevant parties before the grant is paid.

The grants to Fairtrade Africa and other African partners are in relation to Women's school of leadership, West Guji Improved Cookstove Distribution Programme, Income Diversification for Women: Phase III and Living Income Improvement Programme at Yeyasso.

The grant to Fairtrade Finland is in relation to Improved Workers' Rights in Ethiopian Flowers and Living Income Accelerator Vanilla programme in Madagascar.

The grant to the CLAC and Latin American partners is in relation to the Productivity Improvement Programme (PIP) (Phase II), Migrant Roadmap in the Dominican Republic programme and Responsible Peruvian gold programme.

The grant to the NAPP and Asian partners is in relation to the Cotton Breeding Programme and Assam Approach Programme.

As at 31 December 2025, we had grant commitments of £228,000 (2024: £75,000). Grant commitments are funded from funding received from external donors.

See Note 17 for further details.

Support costs of £27k (2024: £52k) have been allocated to grant-making activities.

8 Governance costs

Activities to enable the Foundation to function as a registered charity and a company registered in England and Wales include:

	2025 £ 000	2024 £ 000
Trustee expenses	19	30
Fees payable to the charity's auditors for the audit of the charity's annual accounts	28	27
Other governance costs	4	12
Staff costs	173	117
Total costs	224	186

No remuneration was paid to Trustees in the year (2024: nil).

Trustee expenses relate to travel expenses reimbursed for attendance at Board and sub-committee meetings, other meetings at the Foundation and external events to represent the Foundation. £19,000 (2024: £30,000) was reimbursed this year to 4 of the Trustees (2024: 7 Trustees). The Foundation meets the airfare, hotel and subsistence costs of the producer representatives whilst they are in the UK attending Board meetings. In 2025, all Trustee and committee meetings were in person or hybrid and we had 3 internationally based trustees attending the meetings in person.

9 Net Income/ (expenditure)

Net income/(expenditure) is stated after charging:

	2025 £ 000	2024 £ 000
Depreciation of fixed assets	14	18
Fees payable to charity's auditors for the audit of the annual accounts for the current year	28	27
Fees payable to charity's auditors for other accountancy services	7	2
Operating lease rentals and service charge: land and buildings	196	193

10 Staff costs

	2025 £ 000	2024 £ 000
	5,765	
Wages and salaries		5,224
Employer's National Insurance costs	709	567
Employer's contribution to defined contribution pension schemes	524	468
Agency staff	230	291
Staff costs	7,228	6,550
Staff recruitment costs	37	103
Number of employees whose emoluments, excluding National Insurance contributions and employer pension costs, fell within the band:	2025	2024
£60,000 - £69,999	9	8
£70,000 - £79,999	6	1
£80,000 - £89,999	2	3
£90,000 - £99,999	2	1
£100,000 - £109,999	-	1
£110,000 - £119,999	1	-
£120,000 - £129,999	-	1

The Foundation's highest salary was 3.9 times the lowest salary during 2025, in line with our policy to ensure the highest salary is no more than five times the lowest salary. Contributions in the year for the provision of defined contribution pension schemes to higher-paid staff were £137,000 (2024: £109,000).

The senior management team comprised the Chief Executive, the Chief Financial Officer, the Director of Communications and Advocacy, Director of People and Culture and the Partnerships Director. The total employee benefits of key management personnel of the charity were £588,000 (2024: £473,000).

Average headcount in 2025 was 113 (2024: 105).

Redundancy/termination payments agreed and paid in the year came to £23,000 (2024: £44,000). This is the difference between the staff costs total in note six.

11 Intangible Fixed Assets

	Software and website £ 000
Cost at 1 January 2025	191
Additions	-
Disposals	-
At 31 December 2025	191
Amortisation at 1 January 2025	191
Charge for period	-
Disposals	-
At 31 December 2025	191
Net book value at 1 January 2025	-
Net book value at 31 December 2025	-

12 Tangible Fixed Assets

	Office equipment £ 000	Fixtures and fittings £ 000	Total £ 000
Cost at 1 January 2025	82	255	337
Additions	9	-	9
Disposals	(6)	-	(6)
At 31 December 2025	85	255	340
Amortisation at 1 January 2025	75	229	304
Charge for period	5	9	14
Disposals	(6)	-	(6)
At 31 December 2025	74	238	312
Net book value at 1 January 2025	7	26	33
Net book value at 31 December 2025	11	17	28

13 Debtors

	2025	2024
	£ 000	£ 000
Licence fee debtors	5,211	3,817
Accrued licence fee	-	209
Amounts due from Fairtrade International and other Fairtrade organisations	169	109
Prepayments, accrued income and other debtors	322	562
Total debtors due within one year	5,702	4,697

14 Creditors

Creditors: amounts falling due within one year	2025	2024
	£ 000	£ 000
Trade creditors	193	191
Amounts due to Fairtrade International and other Fairtrade organisations	572	147
Social security and other taxes	1,100	521
Other accruals and deferred income	3,012	1,044
Total creditors due within one year	4,877	1,903

Creditors: amounts falling due after one year	2025	2024
	£ 000	£ 000
Accruals	20	37
Total creditors due after one year	20	37

Deferred income movement analysis	2025	2024
	£ 000	£ 000
Deferred income as at 1 January	459	1,157
Amounts released to income in year	(459)	(702)
Amounts deferred in current year	1,844	4
Deferred income as at 31 December	1,844	459

Deferred income comprises of programmatic funding received in advance for the Livelihood Ecosystem Advancement Programme (LEAP), Living Income Accelerator (LIA), Sustainable Banana Programme, LIRP calculation for tea region in Kenya and University Awards Scheme relate to activities taking place in 2027. These amounts are deferred because the performance-related conditions have not yet been met at the balance sheet date.

15 Provision for liabilities and charges

	Provision at 1 Jan 2025 £ 000	Charged to SOFA £ 000	Provision released £ 000	Provision at 31 Dec 2025 £ 000
Dilapidations	131	-	-	131
Total provision	131	-	-	131

The provision relates to the office lease dilapidations clause. The lease under our current premises ends in 2028.

16 Share Capital

The Fairtrade Foundation is a company limited by guarantee and with no share capital. Each of the sixteen members is liable to contribute a sum not exceeding £1 in the event of the company being wound up.

17 Analysis of Net Assets Between Funds

2025

	General '£ 000	Restricted '£ 000	Total '£ 000
Intangible fixed assets	-	-	-
Tangible fixed assets	28		28
Current assets	7,895	2,232	10,127
Current liabilities	(2,886)	(1,991)	(4,877)
Long term liabilities	(20)	-	(20)
Provisions	(131)	-	(131)
Fund balances at 31			
December	4,886	241	5,127

2024

	General '£ 000	Restricted '£ 000	Total '£ 000
Intangible fixed assets	-	-	-
Tangible fixed assets	33		33
Current assets	6,489	847	7,336
Current liabilities	(1,237)	(666)	(1,903)
Long term liabilities	(37)	-	(37)
Provisions	(131)	-	(131)
Fund balances at 31			
December	5,117	181	5,298

18 Fund Movements

	Funds at 1 January			Transfer Funds at 31 between December	
	2025 £000	Income £000	Expenditure £000	funds £000	2025 £000
Restricted Funds					
Empowerment of farmers & workers					
Responsible Peruvian Gold	(46)	151	(105)		-
Climate-Change and Organisational Strengthening Phase II	-	618	(618)		-
Livelihood Ecosystem Advancement Programme (LEAP)	-	1,789	(1,789)		-
GIZ - Accelerate Access to Green Energy Products and Technologies	(86)	-	17		(69)
Cotton Breeding Programme	77	22	(99)		-
Improved Workers' Rights in Ethiopian Flowers	8	50	(58)		-
Migrant Roadmap in the Dominican Republic	-	9	(9)		-
Ingredient Commitment Programmes	-	120	(12)		108
Women's school of leadership	45	50	(95)		-
Living Income Accelerator Vanilla programme in Madagascar	109	-	(63)		46
West Guji Improved Cookstove Distribution Programme	73	50	(73)		50
Productivity Improvement Programme (PIP) (Phase II)	-	79	(51)		28
Living Income Accelerator	-	709	(709)		-
Income Diversification for Women: Phase III	-	80	(28)		52
Piloting Data Ownership with Cocoa Cooperatives in Ghana	-	34	(45)		(11)
Living Income Improvement Programme at Yeyasso	-	140	(119)		21
Assam Approach Commercially Funded	-	24	(8)		16
Total Restricted funds	180	3,925	(3,864)	-	241
Unrestricted funds					
General funds	5,085	13,154	(13,386)	5	4,858
Designated funds – Fixed Asset funds	33	-	-	(5)	28
Total Unrestricted Funds	5,118	13,154	(13,386)	-	4,886
Total funds	5,298	17,079	(17,250)	-	5,127

Description of Funds

Restricted Funds

Responsible Peruvian Gold

This project, funded by the Dutch government, aims to support the formalisation of the operations of 4 Artisanal and Small-scale Mining Organisations (ASMOs) from Puno, South Peru and provide them with the technical and financial capabilities required to export into premium export markets.

Climate-Change and Organisational Strengthening Programme Phase II

Phase I of the programme improved the operating capacities of 9 unions of cooperatives representing 32,393 (20,997 male and 11,396 female) farmers, as well as society leaders and individual farmers to increase capacity in areas such as governance, financial management, environmental management, and cooperative strengthening. Phase II builds on the increased professionalism established in Phase I by supporting unions and societies to become strong professional organisations able to meet the needs of both the market (including increasing regulations and requests for quality data) and their members (including providing services). Phase II also involves scaling out a discrete set of interventions to unions in Côte d'Ivoire from Year 2 onwards.

Livelihood Ecosystem Advancement Programme (LEAP)

The LEAP programme is a five-year initiative, launched in September 2022, working across three priority areas: Strengthening co-operatives to be more efficient and strategic with their resources, and support their members with a range of tailored services to help them to grow more cocoa and earn higher incomes; Diversifying farmer incomes through piloting viable new products and services with farmers and co-operatives; Expanding access to financial services such as loans and mobile banking so that farmers can invest in their farms and futures.

Accelerate Access to Green Energy Products and Technologies

This funding is provided by GIZ to scope, develop and implement a standardised and scalable access to energy approach in Fairtrade communities. Looking to establish and launch the Fairtrade Inclusive Energy Fund (IEF) to support agricultural cooperatives in Fairtrade Africa's network to increase farmers' access to clean and green energy solutions and expand use of solar powered systems at cooperative level.

Cotton breeding programme

This funding is provided by TRAIID for a breeding programme for non-GM cotton for 1,500 farmers in Vasudha co-operative.

Migrant Roadmap in the Dominican Republic

This programme aims to strengthen the capacities of banana workers in Fairtrade contract labour organisation in the Dominican Republic, through a comprehensive training process in labour and migration laws, in order to develop competencies for political advocacy, social dialogue, and the negotiation of their migration and labour rights in favour of decent work.

Colombia Coffee Project

This project, funded by John Lewis Partnership, offers regional support to coffee producers in Tolima, Colombia, through the funding of a training centre at ASOPEP and a training programme. It aims to deliver a regional training centre which has a positive impact on productivity, cup score, market access and inspiring the next generation of coffee farmers.

Ingredient commitment programmes

This commercial partner contributes towards the Ingredients commitments programmes in coffee, bananas and tea.

Women's School of Leadership programme

This programme aims to achieve equal opportunities and access to benefits for all (men and women) through a training, mentoring and coaching programme whose main objective is to improve participants' basic skills in leadership and the application of human rights provisions on gender issues in their own environment.

Through the training, women will be empowered to take control of their lives through increased capacities to make decisions and act on these themselves; take control and manage resources by being supported to actively participate and voluntarily assume leadership roles in Producer Organisations and their communities.

Living Income Accelerator Vanilla programme in Madagascar

This programme aims to establish long term market access for Fairtrade vanilla cooperatives and support farmers to move towards a living income and climate resiliency.

West Guji Improved Cookstove Distribution Programme

This programme aims to build resilience by raising climate awareness, supporting local cookstove production, distributing subsidised cookstoves to farmers, and tracking impact through structured implementation and reporting, whilst scaling the model to additional cooperatives.

Productivity Improvement Programme (PIP) (Phase II)

This programme aims to support farmers in cocoa cooperatives in Peru to increase their productivity, manage pests and diseases and improve the agroecological conditions of their farms.

Income Diversification for Women: Phase III

This programme supports the development of women-owned agricultural micro-enterprises in Cote d'Ivoire, whilst promoting social equity and entrepreneurial innovation.

Piloting Data Ownership with Cocoa Cooperatives in Ghana

The project is funded by ISEAL to carry out action research to pilot a business model for data ownership among cocoa cooperatives. It will develop a set of key principles for data ownership at producer level to target supply chain actors, including cocoa brands and sustainability schemes. The overall objective of the project is to contribute evidence to build the case for data ownership to be situated at producer level in the cocoa sector. The success of the project will be defined by unions successfully collecting and managing data (split by types of data), the number of supply chain actors engaged, and interest in purchasing union data.

Living Income Improvement Programme at Yeyasso

The overall goal of the programme is to improve livelihoods and wellbeing of cocoa-growing

Communities in Cote d'Ivoire through productivity improvement programme activities.

Assam Approach Programme

This programme aims to support an HLO through a journey of continuous improvement towards compliance with the Fairtrade Standards and achieve positive outcomes in a challenging context.

Designated Funds

Fixed Asset Fund

This fund represents the depreciated cost of fixed assets used by the Foundation in its work.

Below is the prior-year comparison of the fund movement in 2024

19 Analysis of fund balances held as at 31 December 2024

	Funds at 1 January 2024 £000	Income £000	Expenditure £000	Transfer between funds £000	Funds at 31 December 2024 £000
Restricted Funds					
Empowerment of farmers & workers					
Responsible Peruvian Gold	(21)	54	(79)		(46)
Climate-Change and Organisational Strengthening Programme	-	584	(584)		-
LEAP Programme	-	702	(702)		-
Accelerate Access to Green Energy Products and Technologies	29	-	(115)		(86)
Developing Fairtrade Market Solutions to Financing Education	-	10	(10)		-
Cotton Breeding Programme	77	-	-		77
Dignity for All: Ethiopia Flowers Programme	(5)	100	(87)		8
Farmer Resilience Platform in response to Covid	7	-	(1)		-
Colombia Coffee Project	24	-	(24)		-
Co-op sponsored Programmes	20	20	(40)		-
Climate Resilient Supply Chains Strategy	12	-	(12)		-
Women School of Leadership	45	50	(50)		45
Living income payment verification	134	130	(155)		109
Fairtrade cotton collaboration	-	46	(46)		-
M&S sponsored programmes	-	75	(2)		73
Exploring the economic benefit of FT premium	17	-	(17)		-
Ben & Jerry's Sponsored Programmes	17	-	(17)		-
Total Restricted funds	356	1,771	(1,947)	-	180
Unrestricted funds					
General funds	5,846	11,546	(12,320)	14	5,086
Designated funds – Fairtrade Future Fund	87	-	(87)	-	-
Designated funds – Fixed Asset funds	46	-	-	(14)	32
Total Unrestricted Funds	5,979	11,546	(12,407)	-	5,118
Total funds	6,335	13,317	(14,354)	-	5,298

20 Breakdown of 2024 Statement of Financial Activities into restricted and unrestricted

	Notes	2024 Unrestricted £ 000	2024 Restricted £ 000	2024 Total £ 000	2023 Total £ 000
Income from:					
Donations and legacies	2	201	-	201	149
Grants	4	-	239	239	260
Investment income		79	-	79	35
Licence fees		10,429	-	10,429	9,787
Partnership and other income	5	837	1,532	2,369	3,153
Total income		11,546	1,771	13,317	13,384
Expenditure on:					
	6				
Raising funds		178		178	185
Charitable activities					
Empowerment of farmers & workers		5,375	1,947	7,322	7,827
Growth & Innovation		4,668	-	4,668	3,707
Advocacy & Citizen Engagement		2,186	-	2,186	2,156
Total charitable activities		12,229	1,947	14,176	13,690
Total expenditure		12,407	1,947	14,354	13,875
Net income/(expenditure),⁹ being net movement in funds		(861)	(176)	(1,037)	(491)
Reconciliation of funds:					
	17				
Fund balances brought forward		5,979	356	6,335	6,826
Fund balances carried forward		5,118	180	5,298	6,335

21 Notes to the cash flow statement

Reconciliation of net income/(expenditure) to operating cash flow		
	2025	2024
	£ 000	£ 000
Net income	(171)	(1,037)
Depreciation charge	14	18
(Increase)/ Decrease in stock	-	-
(Increase)/ Decrease in debtors	(1,005)	28
Increase / (decrease) in creditors	2,957	(951)
excluding short term borrowings		
Increase/ (decrease) in provisions	-	-
Net cash inflow from operating activities	1,795	(1,942)

Analysis of net funds			
	Balance at	Cash flow	Balance at
	1 January 2025	movement	31 December 2025
	£	£	£
Cash at bank and in hand	2,639	1,786	4,425
Net funds	2,639	1,786	4,425

22 Financial commitments under operating leases

At 31 December the charity had total commitments under operating leases as follows:

	2025 £ 000	2024 £ 000
Land and buildings		
Due within 1 year	170	170
Total due in years 2 to 5	227	398
Office equipment		
Due within 1 year	-	-
Total due in years 2 to 5	-	-
Total	397	568

Lease payments recognised as an expense were £170k (2024: £183k). They are included in support costs.

23 Pension funds – defined contribution scheme

The Foundation contributes towards a defined contribution scheme. The cost of this scheme is charged to the Statement of Financial Activities and amounted to £524,000 (2024: £468,000). It did not give rise to any provisions/reserves.

Employer pension contributions are allocated between activities and between restricted and unrestricted funds, based on a review of the role of each employee.

24 Related party declaration

There were no related party transactions to declare (2024: £7,000).



FAIRTRADE

FAIRTRADE FOUNDATION REFERENCE AND ADMINISTRATIVE INFORMATION

Fairtrade Foundation Reference and Administrative Information



Legal status

A company without share capital limited by guarantee, registered in the United Kingdom, number 02733136.

Registered address and principal office

5.7 The Loom, 14 Gower's Walk, London, E1 8PY

Registered charity number

1043886

Directors/Trustees

Nyagoy Nyong'o, Chair and Co-opted trustee

Alison Marshall, Member trustee

Anita Chandraker, Member trustee

David Paterson, Member Trustee

Keri Elborn, Treasurer and Co-opted trustee

Kerry Smith, Member trustee

Simon Wright, Member trustee

Titus Pinto, Producer trustee

George Kporye, Producer trustee

Dr Stephanie Barrientos, Member trustee

Sarah King, Co-opted trustee

Sean O'Neill, Vice-Chair and Co-opted trustee

Appointed October 2024

Appointed September 2016, until September 2025

Appointed September 2021

Appointed September 2018

Appointed September 2021

Appointed September 2021

Appointed December 2018

Appointed June 2023

Appointed June 2023

Appointed September 2023

Appointed December 2023

Appointed December 2023

More information about our trustees can be found here: <https://www.fairtrade.net/uk-en/why-fairtrade/what-we-do/who-we-are.html>

Executive Team

Eleanor Harrison

Kerrina Thorogood

Marie Rumsby

Fiona Kindness

Tunji Makanju

Mandy Gardner

Chief Executive (from March 2025)

Partnerships Director

Communications and Advocacy Director

Chief Financial Officer (resigned December 2025)

Interim Director of Finance & Risk (from January 2026)

Interim Director of Strategy, Intelligence and Operations (from January 2026)

Joti Chana

Laura Mayes

Interim People Director (from January 2025 to May 2026)

People & Culture Director (from May 2026)

Company secretary

Fiona Kindness (resigned December 2025)

Tunji Makanju (from January 2026)

Member organisations

All We Can
Banana Link
CAFOD#
Christian Aid#
National Campaigner Committee
National Federation of Women's Institutes#
Nicaragua Solidarity Campaign (resigned as a member in September 2025)
Oxfam#
People & Planet
SCIAF
Shared Interest Foundation
Soroptimist International Great Britain & Ireland
Tearfund
Transform Trade (formerly Traidcraft Exchange)#
United Reformed Church
Founder members

Bankers

CAF Bank Ltd, Kings Hill, West Malling, Kent ME19 4TA
HSBC, 31 Holborn Circus, London EC1N 2HR

Solicitors

Bates, Wells and Braithwaite London LLP, 2-6 Cannon Street, London EC4M 6YH

Auditor

Crowe U.K. LLP, 55 Ludgate Hill, London EC4M 7JW

fairtrade.net/uk-en/



FAIRTRADE

THANK YOU

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Registered Charity No. 1043886

A company limited by guarantee, registered in
England and Wales No. 2733136

