MERCY SHIPS - U.K LTD

England & Wales · Charity number 1053055

Details

Other names	MERCY SHIPS, MERCY SHIPS UK
Status	Registered
Legal form	Charitable company
Company number	03147724
Registered	1996-02-21
Register	View on the Charity Commission register

Contact

Address	The Lighthouse Unit 12 Meadway Court Rutherford Close Stevenage SG1 2EF
Phone	01438727800
Email	info@mercyships.org.uk
Website	www.mercyships.org.uk

Activities

Objects: TO RELIEF POVERTY, SICKNESS AND DISTRESS THROUGHOUT THE WORLD; THE ADVANCEMENT OF EDUCATION THROUGH OUT THE WORLD; THE ADVANCEMENT OF CHRISTIAN RELIGION THROUGHOUT THE WORLD;AND SUCH OTHER CHARITABLE PURPOSES ANYWHERE IN THE WORLD AS THE DIRECTORS MAY DETERMINE.

Activities: Mercy Ships UK is part of a global charity that uses hospital ships to deliver free healthcare to people in some of the poorest countries in the world. Our volunteers work with host nations to improve healthcare systems by training local medical staff and renovating facilities to leave a lasting legacy. Since 1978, we've visited 56 countries, providing services worth more than £1.2 billion.

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Classification

- **How:** Makes Grants To Organisations, Provides Buildings/facilities/open Space, Provides Services, Other Charitable Activities
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Disability, The Prevention Or Relief Of Poverty, Overseas Aid/famine Relief, Economic/community Development/employment
- **Who:** Children/young People, Elderly/old People, People With Disabilities, Other Charities Or Voluntary Bodies, The General Public/mankind

Geography

- Benin
- Cameroon
- Congo
- Congo (Democratic Republic)
- Ghana
- Guinea
- Guinea-bissau
- Ivory Coast
- Liberia
- Madagascar
- Mozambique
- Senegal
- Sierra Leone
- South Africa
- The Gambia
- Togo

Finances

Period end	Income	Expenditure	Assets	Employees
2025-12-31	£11,228,360	£13,550,040	£3,510,953	59
2024-12-31	£9,942,863	£10,985,165	£5,863,082	45
2023-12-31	£9,761,220	£9,544,911	£6,912,260	45
2022-12-31	£9,928,078	£8,759,044	£6,701,197	37
2021-12-31	£9,343,363	£8,591,076	£5,560,791	31
2020-12-31	£8,762,860	£8,407,081	£4,786,727	23

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Trustees

Name	Role	Appointed
Ade Adeyemi		2022-01-04
Alisdair Fraser		2025-07-01
Angharad Jane Milenkovic		2018-03-14
Bernard Hickman		2025-01-01
Dr Michelle Claire White		2021-12-01
Leo Hurk-Hang Cheng		2020-09-16
Lois Boyle		2018-07-04
Michael Spence Dr		2022-03-25
Naiomi Ashanthi Thalayasingam		2020-03-16
Paul Benjamin Ramsbottom		2015-06-12

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MERCY SHIPS - U.K LTD

England & Wales - Charity number 1053055

Accounts

HOPE
beyond borders
&
HEALING
beyond measure

Mercy Ships

2025 ANNUAL REPORT

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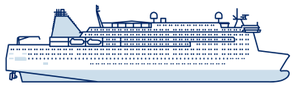
IMAGES:
(COVER) Musu, reconstructive plastic patient, with Dieke van Tuijl, volunteer nurse from The Netherlands. ***See page 14 for Musu's story.***

(ABOVE) Dr David Chong, volunteer maxillofacial/head and neck surgeon from Australia, mentors Dr Nirina Adrien Mandrano, plastic surgeon from Madagascar, onboard the *Africa Mercy*.

IMPACT SINCE 1978:

128,800+	LIFE-CHANGING SURGICAL PROCEDURES
588,800+	DENTAL PROCEDURES
56,500+	PROFESSIONALS TRAINED IN THEIR AREA OF EXPERTISE
2.92 million+	DIRECT BENEFICIARIES

OUR TWO-SHIP FLEET
THE WORLD'S LARGEST CIVILIAN HOSPITAL SHIPS



The *Global Mercy*
- **6** operating theatres
- **199** patient beds
- **640** crew capacity
- **37,856** gross tonnage

The *Africa Mercy*
- **5** operating theatres
- **85** patient beds
- **470** crew capacity
- **16,572** gross tonnage

MISSION
Mercy Ships follows the 2,000-year-old model of Jesus, bringing hope and healing to the world's forgotten poor.

VISION
Mercy Ships uses hospital ships to transform lives and serve nations.

VALUES
- Love God
- Love and serve others
- Be people of integrity
- Strive for excellence in all we say and do.

As with every year, it is wonderful to look back and see the joyful faces of people who have had their lives transformed by the work of Mercy Ships.

It is impossible not to be moved by witnessing Farah's joy, now that he can finally smile again after a painful oral tumour was removed, or the relief of Doxie that her fragile baby Alfredo is growing into a healthy, strong little boy.

Our healthcare education programme continues to grow, with training provided for more than a thousand healthcare professionals from 18 countries in Africa this last year. Many more clinicians are receiving the skills they need to improve healthcare in their own countries. From medical training to hospital-based mentorships and many specialised programmes, we are helping to equip local healthcare professionals with the skills and resources they need to provide quality care for generations to come.

The *Global Mercy* continued serving in Sierra Leone and the *Africa Mercy* operated in Madagascar. It was wonderful to welcome onto our ships so many patients who have longed for relief from pain, sometimes for many years, and to give them the surgeries they desperately needed.

This year, we were delighted to welcome Shelley Pigott as Executive Director. Shelley has a great deal of experience in international development, which will be invaluable in leading Mercy Ships UK.

As Chair of the Board of Trustees, it remains a huge privilege to take part in our mission and to work with staff, volunteers and donors. It is humbling to see the faith, passion and commitment that they bring, enabling Mercy Ships to transform so many lives. In caring for our fellow humans, we are truly serving Jesus himself.

I hope that you will be uplifted and inspired as you read the incredible stories of life-changing healing, teaching and caring in these pages. Thank you for your part in the Mercy Ships journey.

Dr Revd Michael Spence
Chair, Mercy Ships UK

I joined Mercy Ships UK in July 2025 and it is truly a privilege to take on the role of Executive Director, joining a passionate team of dedicated staff. In my early months, it has been inspiring to meet partners, donors and volunteers, all of whom are part of what Mercy Ships is doing to provide free surgeries and support the development of healthcare services in Africa. My grateful thanks goes to Clive Mitchell for his sterling work as interim Executive Director.

Our volunteers are at the heart of what we do. From surgeons to ship captains, our volunteers are using their gifts and talents to bring hope and healing. I am filled with admiration and gratitude for the work of volunteers like Dr Manjit Dhillon and Captain Ian Lawrence, and you can read more about their time on board in this report.

This year, our ships continued to provide safe surgical care on both the east and west coasts of Africa. The *Global Mercy* headed back for another field service in Sierra Leone and the *Africa Mercy* returned to Madagascar for Mercy Ships' fifth visit to the nation. The dedication and perseverance of the onboard teams ensured that patients received life-changing surgeries.

Mercy Ships is not only about onboard care, but also about long-term sustainability. A significant part of the work is building and developing partnerships across the countries in which we work, in order to give people throughout Africa equitable access to quality healthcare.

It is our donors and partners that make our operations possible. From the shipping industry organising Cargo Day to raise money, to the individuals who ran a marathon or signed up to a direct debit, I am truly grateful.

I have been very moved by seeing the work of Mercy Ships up close and my prayer is that God will continue to use us effectively in the UK and internationally.

I trust that you will be inspired by the stories in this report. It is only through your support that we can change so many lives.

Shelley Pigott
Executive Director, Mercy Ships UK

Every year that passes, I remain humbled by the impact hope and healing have on so many. What began as a dream eventually became a ship that soon grew into a fleet where thousands of volunteers serve the underserved every year. Every day our mission continues to grow – reaching further and discovering new communities, while transforming lives and futures in ways none of us could have ever imagined.

For many of our patients, healing doesn't begin in the operating room. It starts with a gentle hug offered to someone who has been told they are unwanted or in the quiet relief of a mother hearing that her child has a hopeful future. It begins with the simple assurance that they are seen, valued, and not alone.

This past year, we witnessed that truth again and again. We saw it in the laughter that filled the wards when eight-year-old Musu reached high for the first time in years. We saw it in the joy Farah discovered after surgery finally removed the tumour that had burdened him for so long. Their journeys tell a story far richer than any number or statistic could capture.

As you read through the following pages, we hope that you know these stories were made possible because of you and others who also believe in our mission and purpose. Your partnership crosses oceans and communities, empowering us to bring hope and healing, comfort and care to those who need it most.

Today, Musu, Farah and thousands more can look to the future with confidence and joy, and communities can witness what is possible when hope meets action. Together, we are transforming lives, bringing healing that truly extends far beyond what we could have ever imagined.

Following the model of Jesus,

Don Stephens
Founder/President Emeritus

Approach to IMPACT

In many low-resource countries, the burden of untreated surgical conditions is felt more deeply than anywhere else. In sub-Saharan Africa, the situation is dire: at least 90% of the population has no access to affordable surgical care, and those who do are twice as likely to die from complications than in higher-income regions.

Mercy Ships recognises these critical gaps and partners with African nations to help bridge disparities. Our multifaceted approach begins with collaborative assessments to understand local needs and continues through direct medical services, education and training, and impact evaluation. This strategy aims to treat patients and strengthen local healthcare systems.

The focus extends beyond individual surgeries to include education and training for healthcare professionals. By partnering with providers to develop the skills and knowledge they need, we encourage long-term sustainable change.

At the heart of Mercy Ships' efforts is a belief in the true power of transformation. When lives are transformed, so are communities and nations. Mercy Ships is actively building a future where healthcare is accessible and sustainable for generations to come.

DIRECT MEDICAL SERVICES

Direct Medical Services are designed to meet patients where they are, deploying hospital ships to African nations to provide free surgeries and dental services. The specialty surgical procedures offered are typically unavailable in the country or simply inaccessible for many, due to high costs and a limited surgical workforce.

Mercy Ships takes a whole-person approach to surgery, developing thorough pre- and post-operative care based on the patient's condition and specific needs. The design of the surgical schedule and selection of patients aims to ensure care is curative, independent of the local healthcare system.

EDUCATION AND TRAINING

Mercy Ships fosters long-term partnerships with nations by developing relevant specialised training, such as:

- **Residency and fellowship rotations** in reconstructive plastic surgery, maxillofacial/head and neck surgery, anaesthesia and perioperative nursing.
- **On-ship clinical rotations** in the partner country's established training programmes for surgery, anaesthesia and nursing.
- **Long-term partnerships and investments**, such as Université Gamal Abdel Nasser de Conakry in Guinea and Connaught Hospital in Sierra Leone.

Mercy Ships strives to create a world where those suffering from disability, disfigurement or disease have access to quality, affordable medical or surgical treatment and whole-person care so they can reach their God-given potential.

Whether it's being able to return to school, having the ability to provide for their families or simply being accepted by others, the impact extends far beyond one patient into families and entire communities.

IMAGES: ***(LEFT)*** Hawa, a patient from Sierra Leone with a goitre; ***(THIS PAGE)*** Hawa with Rosaline Sidratu Bundu, day crew, after surgery; Dr Betelhem Hailu Belda, PAACS anaesthesia resident, working through a mock airway procedure in the simulation room on the *Global Mercy* with Elaine Sigalet, volunteer simulation coordinator from Canada; Malagasy lab technicians study in the practical training room at the UGANC dental school.

HOPE *beyond borders* & HEALING *beyond measure*

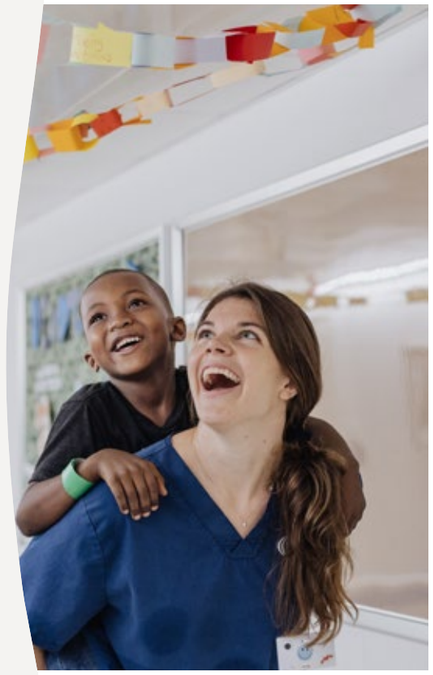
In 2025, Mercy Ships' impact reached across communities and countries. Alongside thousands of life-changing surgeries, vital education and training programmes supported long-term improvements to surgical and anaesthesia systems. This year marked continued momentum toward lasting, sustainable impact.

Thanks to collaboration with national partners, lives were transformed and healthcare systems changed for good.

The impact also reached beyond the ships and spanned Africa. Mercy Ships launched a number of new partnerships to further strengthen medical education and training, funded continent-wide surgical dialogue and diplomacy events, and supported critical healthcare infrastructure projects. In partner nations like Guinea, Mercy Ships also built upon existing relationships to deepen the impact of student sponsorships and surgical education programmes. Off-ship initiatives ensured even more healthcare professionals were equipped to serve their communities with competence and confidence.

A defining moment of 2025 was the start of construction on a new hospital ship, the *Africa Mercy II*. Sister vessel to the *Global Mercy* and future successor to the *Africa Mercy*, the new ship will boost the organisation's ability to provide life-changing surgical care and education across Africa for years to come. Made possible by a significant anchor donation from the MSC Foundation, the vessel is anticipated to enter service by 2029.

2025 stands as a powerful reminder of what is possible when people of compassion, excellence and faith come together to bring hope and healing.



IMAGES:
(CLOCKWISE FROM TOP LEFT) Abubakarr, reconstructive plastic patient from Sierra Leone, playing with Joanna Immendorfer, paediatric ICU nurse from the USA, in the hospital corridor; Bek Purcival, volunteer physical therapist from Australia, works with Adrien, reconstructive plastic patient, in rehab alongside Hosea Rakotondrafara, rehab day crew from Madagascar; Graduate Mohamed Bangura during the Nurse Anaesthesia Diploma Swearing-in Ceremony, a multi-year programme developed in partnership between Mercy Ships, the Ministry of Health and the University of Sierra Leone; Patients and crew during Celebration of Sight, an event to commemorate successful eye surgeries.

2025 *by the numbers*

DIRECT MEDICAL SERVICES

4,554
TOTAL UNIQUE SURGICAL PATIENTS

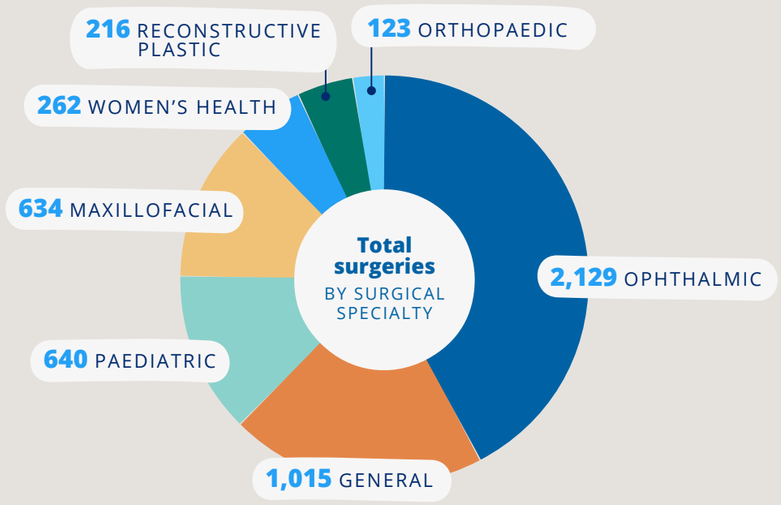
5,019
TOTAL SURGERIES

6,860
TOTAL SURGICAL PROCEDURES

5,117
TOTAL UNIQUE DENTAL PATIENTS

9,731
TOTAL DENTAL VISITS

31,863
TOTAL DENTAL PROCEDURES

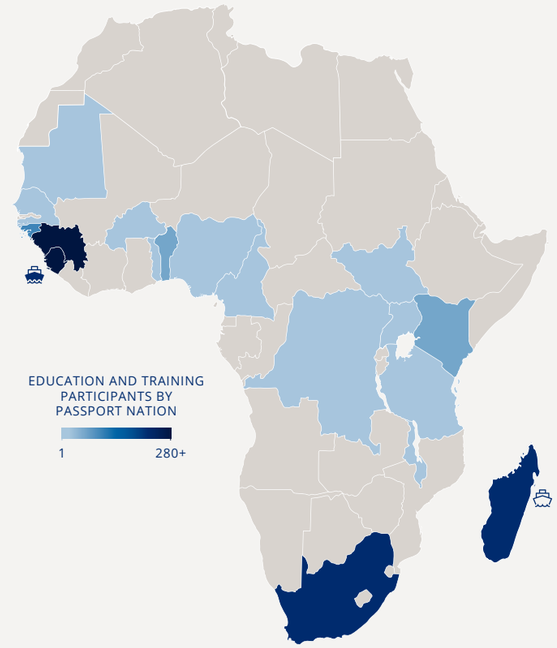


NOTE: A patient often has multiple procedures as part of a single surgery or dental visit and may also have multiple surgeries or dental visits. Total unique patients refers to the number of individuals who received surgical care with Mercy Ships.

EDUCATION AND TRAINING

1,061
TOTAL UNIQUE HEALTHCARE PROFESSIONALS TRAINED FROM **18** AFRICAN NATIONS

305,400
TOTAL EDUCATION AND TRAINING PARTICIPANT HOURS

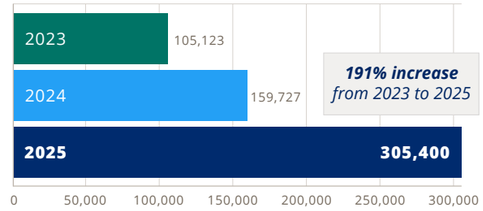


AFRICA'S SURGICAL FUTURE

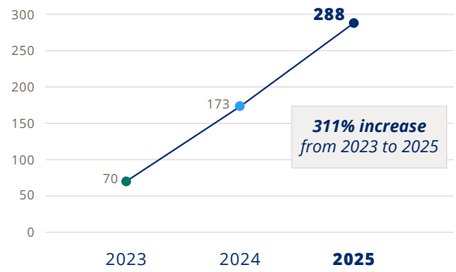
In 2023, Mercy Ships expanded its education and training approach to include long-term investment in individual learners, reflecting the commitment to addressing Africa's critical shortage of specialised healthcare professionals. Access to specialised education remains limited due to scarce training programmes and significant financial barriers. By sponsoring students over time, Mercy Ships helps remove these obstacles and strengthen pathways into specialised care.

Alongside this, Mercy Ships is supporting current healthcare providers through continuing professional development, delivering immediate impact while building lasting sustainable capacity. As Africa's population grows rapidly, strengthening today's providers while investing in the next generation of specialists is vital to expanding access to safe surgical care across the continent.

Total education & training hours



Average hours of training per participant



NOTE: A participant may be involved in more than one education and training project.

1,998
UNIQUE SURGICAL PATIENTS

2,124
SURGERIES

3,071
SURGICAL PROCEDURES

1,421
UNIQUE DENTAL PATIENTS

2,348
DENTAL VISITS

6,231
DENTAL PROCEDURES

386
UNIQUE EDUCATION & TRAINING PARTICIPANTS

49,957
EDUCATION & TRAINING PARTICIPANT HOURS

Patients, caregivers and crew celebrate Christmas at the Hope Centre.

SIERRA LEONE

Global Mercy field service

"What [Mercy Ships] has done is give the government the breathing space to build capabilities and ensure that even as we're building, we're filling the void of providing services. So, the ship has been a blessing to Sierra Leone and we are eternally grateful."

DR AUSTIN DEMBY,
SIERRA LEONE
MINISTER OF HEALTH

After another successful field service in Freetown was completed in June 2025, the President of Sierra Leone invited the *Global Mercy* to return for a third consecutive visit. Taking place from August 2025 until June 2026, this is the eighth Mercy Ships field service to the country over the course of 30 years.

The need in Sierra Leone is great and the government remains committed to improving its healthcare system. To help achieve this goal, Mercy Ships provided surgical education and training programmes alongside the Ministry of Health, the University of Sierra Leone and Connaught Hospital. Many medical professionals grew their skills through practical mentorship on board. Meanwhile, the Safer Surgery programme delivered in partnership with Connaught Hospital brought critical education to participants in areas such as sterile processing, infection prevention, nursing and physiotherapy. Support for dental education also continued through the sponsorship of Sierra Leonean dental students studying in Guinea.

Many patients received life-changing safe surgery across maxillofacial, paediatric, orthopaedic, general, reconstructive plastic and ophthalmic specialties. Skilled and dedicated crew on board the *Global Mercy*, including more than 300 Sierra Leonean national day crew members, cared for thousands this year.

Mercy Ships is thankful to partner with the Government of Sierra Leone to provide a positive, lasting impact for future generations.

MUSU'S STORY

From pain to possibility

Mamie was working when she received a call from her brother with news that every mother dreads: "Your daughter Musu was in an accident. Hot oil spilled on her." Mamie rushed Musu to the nearest hospital. After three months, she recovered but could no longer straighten her arm.

Scars stretched from eight-year-old Musu's face down to her fingers. Children would call her cruel names and at home, she was incapable of helping her mother. This sweet girl with a bright future was also being held back in school. As hope faded, Musu seemed to be fading along with it.

But when Mamie's sister told her about the *Global Mercy*'s arrival in Sierra Leone, hope reappeared. "Musu was so happy," said Mamie. "She asked me, 'Mama, do you believe that they will be able to operate this hand?' I told her, let's leave everything to God."

After a three-hour surgery, Musu could move her left arm again for the first time in two years. For Mamie, it wasn't just a miracle, it reinforced her hope in God. "God is the one doing everything. When He says yes, it's yes, and when He says no, it's no," she said.

When Musu returned home, her healing was not only apparent to her own family, but also to her community. "She now comes to school regularly, moves around freely and plays with her friends," shared her teacher, Samuel.

Her mother also holds renewed hope for Musu's future: "She wants to be a nurse and I told her that I will support her."

IMAGES: *(CLOCKWISE FROM TOP LEFT)*
Mamie and Musu before Musu's surgery; Dr Toko Wilson, PAACS resident surgeon from Liberia, and Dr John de Waal, reconstructive plastic surgeon from New Zealand operate on Musu; Musu at her school after surgery; Musu practises household tasks in rehab after surgery; Musu plays pretend nurse with Louisa Dunne, volunteer ward nurse from Australia.

SIERRA LEONE

FARAH'S STORY

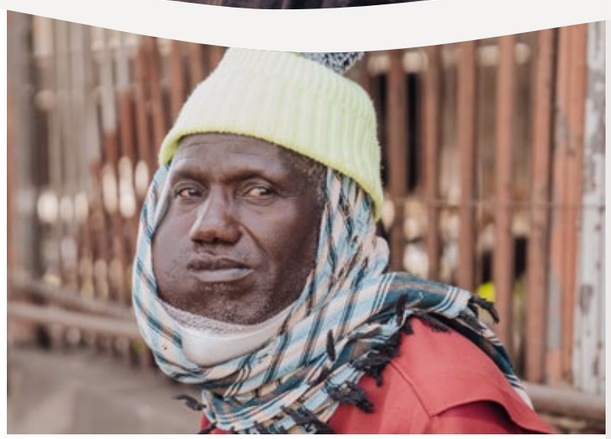
A reason to smile again

For over 15 years, Farah, a 65-year-old farmer from Sierra Leone, lived with a painful tumour that began with a decayed tooth. After the tooth fell out, he was left with a persistent sore. He sought help any way he could, but his condition worsened. The sore grew into a large mass, forcing him to give up the work that supported his family.

"[The] tumour was benign but had grown for more than a decade; something that would have been removed in minutes elsewhere," explained Dr Georg Eggers, a volunteer surgeon from Germany. When he heard Mercy Ships was bringing its hospital sihp to his country, he knew it was his chance for healing.

After surgery, Farah's transformation was immediate. He finally claimed victory over the growth that had altered his life. When he returned home, his village gathered to celebrate. "I thought my father would die," said his daughter. "When I saw him [when he returned], I was surprised."

Today, Farah smiles without pain and has hope for the future. "I just have to say thank you to Mercy Ships. They've given me peace of mind."



IMAGES:
Farah's village welcomes him home after surgery;
Farah before and after surgery.

NURSE BETTY KOKER

Turning loss into lifesaving care

For Betty Koker, nursing is more than a profession, it's a life purpose. Her journey began with heartbreak when she lost her mother due to medical negligence. "From there, I decided to become a nurse so that I can help people, especially children, not become orphans," she said.

That vow carried her to Freetown, where she earned a nursing qualification in 2016. Afterwards, she volunteered at Connaught Hospital until she was hired full time. Her compassion and determination quickly set her apart.

When Betty learned about the mentorship programme at Connaught through Mercy Ships, she jumped at the opportunity. Under the guidance of UK nurse mentor Katie Henderson, Betty refined her skills, learning structured patient care protocols and emergency response techniques, strengthening her confidence and precision.

"There are things we were not doing before, but now we are putting them into practice and it has helped a lot of patients."

Her time on board the *Global Mercy* expanded her hands-on experience even further, from orthopaedic rehabilitation to hands-on emergency simulations. But what resonated most was the culture of dedication and empathy she witnessed. "The main thing I've learned here is whatever you are doing, you should be compassionate about it," said Betty. "You should do it with love, confidence and teamwork."

At Connaught, Betty now applies her new skills daily, strengthening patient care and inspiring her colleagues to do the same. For her, the programme changed in how care is delivered. "We learned a lot. There are things we were not doing before, but now we are putting them into practice and it has helped a lot of patients," she said.

IMAGE:
Nurse Betty Koker at Connaught Hospital.

Connaught Hospital SAFER SURGERY

"We want this training to contribute to strengthening the entire healthcare system in Sierra Leone and make sure that the nurses who will be trained during this period will not only serve in Freetown, but will go on to impact the entire healthcare system in the country."

MASSIAMI SOUMAHORO, PROGRAMME OFFICER

At Freetown's Connaught Hospital, big changes took place in 2025. Ongoing, multi-year training initiatives, designed to deliver sustainable impact, strengthened the foundations of surgical care. Co-designed by Mercy Ships and Connaught Hospital leadership, the Safer Surgery Programme enhanced surgical safety by improving nursing practice, infection prevention and sterile processing standards, ensuring safer outcomes for patients.

NURSE MENTORSHIP

In 2025, the Nurse Mentorship project equipped surgical nurses through intensive four-week modules that blended classroom learning, simulations and supervised ward practice. By focusing on patient assessment, infection prevention, wound care and specialty surgical knowledge, the programme strengthened the largest workforce in the hospital. Nurses bring these skills directly into their daily practice, driving improvements in pre- and post-operative care.

INFECTION PREVENTION

Through a partnership with Lifebox, Infection Prevention training introduced the Clean Cut project to reduce surgical site infections. Teams received training in antibiotic timing, sterile field maintenance, instrument sterility, skin preparation and use of the WHO Surgical Safety Checklist. By strengthening essential processes and supporting data collection on patient outcomes, the project reduces infection rates without requiring major infrastructure upgrades.

STERILE PROCESSING

The Sterile Processing project, delivered in partnership with Sterile Processing Education Charitable Trust (SPECT), trained hospital staff how to decontaminate, clean, inspect and sterilise surgical instruments. Standardising these procedures will help to reduce infection risk and equip participants to successfully train others.

PHYSIOTHERAPY

The Physiotherapy project brought newly trained Sierra Leonean physiotherapists to work alongside the *Global Mercy* rehabilitation teams to expand their clinical and technical skills. Building national rehabilitation capacity helps reduce disability, improve patient recovery and quality of life, and decrease long-term healthcare burdens.

These efforts are all part of a larger, long-term strategy for safer surgical care. By upskilling local professionals, strengthening systems and fostering a culture of quality improvement, Safer Surgery at Connaught is laying the groundwork for lasting improvements in Sierra Leone and beyond.

Nurse Betty Koker cares for a patient at Connaught Hospital, under the mentorship of Katie Henderson, volunteer nurse from the UK.

MADAGASCAR

1,430
UNIQUE SURGICAL PATIENTS

1,588
SURGERIES

2,472
TOTAL SURGICAL PROCEDURES

1,292
UNIQUE DENTAL PATIENTS

2,286
DENTAL VISITS

8,266
DENTAL PROCEDURES

169
UNIQUE EDUCATION & TRAINING PARTICIPANTS

23,825
EDUCATION & TRAINING PARTICIPANT HOURS

Pierre, reconstructive plastic patient, and crew celebrate his discharge from the hospital.

MADAGASCAR

Africa Mercy field service

"The surgery activity is not just a single event; it reflects the collective spirit of teamwork, compassion and excellence that defines all of us."

DR CELESTINE VAVY RAZAFIARISOA, MADAGASCAR REGIONAL HEALTH DIRECTOR

In February 2025, the *Africa Mercy* returned to Madagascar for her second consecutive field service. This stay marked the fifth time Mercy Ships has visited the island nation since 1996.

Throughout the year, Mercy Ships focused on providing direct medical services and expanding upon surgical education and training programmes. Working with the Ministry of Health, Mercy Ships selected patients from multiple regions across Madagascar.

Crew on the *Africa Mercy* performed more than one thousand successful surgeries, including maxillofacial, ophthalmic, reconstructive plastic, paediatric orthopaedic and general surgery.

Hundreds of healthcare professionals received instruction in areas like comprehensive cleft care, clubfoot and surgical and anaesthesia training. Additional programmes included Pan-African Academy of Christian Surgeons (PAACS) residency rotations and on-ship education for student nurses.

These initiatives meet participants where they are and equip them with essential skills to improve surgical conditions nationwide. These programmes also make safe surgical care more accessible and support the long-term, sustainable development of Madagascar's surgical and anaesthetic systems.

Lasting change is only possible thanks to the ongoing support of the Government of Madagascar and Mercy Ships is grateful to continue the partnership in 2026.

ALFREDO'S STORY

Against all odds, Alfredo finds his smile

When Alfredo was born, his family feared showing him to his mother because of his cleft lip. But when Doxie saw him, she was overcome with love. As a first-time mother, she vowed to do everything she could for her baby. "I said to the Lord, 'What should I do for this baby since you have given him to me?'"

After she heard about Mercy Ships from a midwife, Doxie carried Alfredo to the screening centre in hopes of finding healing for her son. The medical team explained that, at just a few days old, Alfredo was still too small for surgery and needed time to grow stronger, and they gave her an appointment date to return.

Doxie returned to her village with guidance on his feeding from the medical team. As they waited to return, she did everything she could to help Alfredo gain strength. Due to his cleft, he could not breastfeed properly, so she relied on formula to nourish him. But she could not afford the formula for long. Without consistent access to nutrition, Alfredo grew weaker. He was thin and fragile as she made the journey back to the *Africa Mercy*.

When the team met the six-month-old, he only weighed 2.6 kg. Surgery was too risky, so he was placed on the Mercy Ships infant feeding programme, which gives malnourished babies the sustenance they need. Alfredo received specialised nutrition and close medical support to help him gain weight. As Alfredo grew stronger, he was finally ready for his life-changing surgery.

Today, Alfredo's cleft lip is healed and Doxie is at ease about his future: "My wish for him is that he will study like every other kid and have a better future." A future that was made possible by a mother's love and the hands of mercy.

IMAGES: ***(CLOCKWISE FROM TOP LEFT)*** Doxie and Alfredo (6 months old) before beginning the Infant Feeding Programme; Alfredo at one year old, now healthy enough for surgery; Dr Emmanuel Kyobe, PAACS resident from Uganda and Dr Stavan Patel, volunteer maxillofacial surgeon from the USA, examine Alfredo during ward rounds; Alfredo after surgery with Alana Donkin, volunteer ward nurse from New Zealand; Alfredo (18 months old), fully healed.

One path, two chapters

HOW TRAINING HELPED BROTHERS WALK FORWARD

At Hôpital Analakininina in Toamasina, two brothers sat side by side, their legs wrapped in white casts. Born with the same condition, they shared a journey shaped by two moments in time.

Both boys were born with clubfoot, a congenital condition that causes a child's feet to twist inward and downward. Without treatment, walking is often painful and limited. When the older brother, Fanirisoa, was born, his parents couldn't access specialised care, so they tried traditional massage and bandaging. While there was some improvement, walking remained a struggle.

When Vonjy was born with the same condition, the family's worries grew. "Before, walking was painful for them," their father said. "They used to cry and say, 'It hurts.'" In their community, the boys were sometimes given nicknames because of how they walked. Their parents stayed silent: "That was just how things were."

Hope came through a radio announcement. After hearing about Mercy Ships, the family travelled from their home near Antananarivo to a screening in Toamasina, where their story became part of a much bigger legacy.

Mercy Ships began supporting clubfoot care in Madagascar in 2015, mentoring local teams in the Ponseti method, a gentle, evidence-based approach using weekly casting, careful manipulation and, when needed, a small surgical procedure. The first mentoring programme focused on babies and young children, training Malagasy health professionals to provide long-term care.

Dr Saholy Razafindranaly, a Malagasy general practitioner and Ponseti trainer, remembers the beginning clearly. "2015 marked the start of clubfoot treatment using the Ponseti method here in Madagascar, with support from Mercy Ships," she said. Since then, she estimated that more than 3,000 children had been treated.

When Mercy Ships left in 2016, the work continued. Through partnerships with the Ministry of Health and organisations like MiracleFeet, clubfoot clinics spread across the country. Despite challenges like long travel distances and too few specialists, Malagasy clinicians continued providing care year after year.

Vonjy's treatment reflected that success. He was treated entirely by Malagasy health professionals at a Ponseti clinic established through that original training. His care was the outcome of a programme that prioritised sustainability from the start.

Fanirisoa's care, however, represented a new chapter. While Madagascar had a strong national clubfoot programme, many children missed early treatment. As they grew older, untreated clubfoot became more complex to manage.

When Mercy Ships returned in 2025, the organisation launched a new Clubfoot Mentoring Project under the leadership of Nick Veltjens, the physiotherapist who led the 2015–2016 efforts. The focus was on strengthening care, especially for older children, and mentoring clinicians who could carry this work forward for the next generation.

"When you see a child improving and at the same time you see a local team gaining confidence… that's sustainability. The treatment will finish, but the knowledge will stay," said Veltjens.

> ***"When you see a child improving and at the same time you see a local team gaining confidence… that's sustainability. The treatment will finish, but the knowledge will stay."***

The principles of the Ponseti method remained the same, but treatment took longer and needed greater expertise. Weeks of casting gradually stretched stiff feet, reducing the need for invasive surgery and improving outcomes.

For Fanirisoa, that meant careful correction, a small but crucial procedure, and close follow-up. For the clinicians, it meant hands-on mentoring to gain skills and build confidence.

For the boys' father, the impact was already clear. "Now their feet are straight and they can walk," he said. "They can do everything the others can do."

Two brothers, treated side by side, carried the impact of two moments in time: one shaped by training planted 10 years earlier and the other helping to train what came next. Their story reflects what's possible when care is locally led, knowledge is passed on and hope is built to last.

IMAGES: ***(OPPOSITE PAGE)*** Dr Saholy *(left)* removes one of Fanirisoa's casts; ***(ABOVE)*** Fanirisoa and Vonjy with their parents after their treatment.

Summer appeal success

SELINA'S JOYFUL STORY

The Mercy Ships UK summer appeal was very successful, in part thanks to two generous supporters who matched the first £100,000. This kind offer boosted the appeal fundraising.

Focusing on the story of Selina in Sierra Leone, donors raised £320,614. With the match funding, this increased to an incredible £420,614.

Selina was born with an umbilical hernia, a condition that occurs when part of the intestine sticks out through the muscles near the belly button.

When she started walking, her mum Mariama took her to a hospital, but was told that Selina was too young for surgery. With no hope of treatment in sight, Selina continued to live with the painful, growing hernia.

> *"Her stomach is now, just like my own."*
>
> *– Mariama, Selina's mother.*

Hernia pain for adults can be devastating, and the same was true for two-year-old Selina.

Sadly, Selina spent every day with a pain in her tummy, without knowing why, and without the treatment she needed. It was distressing for Mariama to see her child in pain. And this loving mum suffered in other ways too – she found it hard to work, cook and carry out her daily duties like many mums in her village. Mariama fought to give Selina a happy childhood. But it was a struggle, because every time they left the house, Mariama was afraid of what people would say.

"I used a bandage to cover the hernia when she went out, to stop people from mocking us," said Mariama.

Thankfully, Selina was selected to have the surgery she needed on board the *Global Mercy*.

Dr John Zwiacher, the volunteer general surgeon from the US who operated on the toddler, added that it is common for children with umbilical hernias to face social stigma. Selina's hernia was already 6cm in size. Untreated and growing hernias can quickly become serious, explained Dr Zwiacher.

While on board, Mariama found that the love she experienced from Mercy Ships volunteers helped her regain confidence. She was overjoyed and full of gratitude for the successful surgery. Selina can now experience a happy childhood free from pain, ridicule and the health risks of an untreated hernia.

Thanks to our generous supporters, we can share hope and healing with many other patients who are eagerly waiting for life-changing surgery, just like Selina.

IMAGES: *(FROM TOP)* Selina with her grandmother after surgery; Selina on the ward just before surgery; Selina before surgery.

INCOME TOTAL
£420,614

CASH DONATIONS
4,400

NEW RECURRING DONATIONS
234

REACTIVATED SUPPORTERS
194

NEW SUPPORTERS
486

AVERAGE CASH GIFT
£65.30

AVERAGE RECURRING DONATION GIFT
£14.04

ACROSS AFRICA

Hope beyond borders

Mercy Ships' work across Africa throughout 2025 was shaped by long-term partnerships, local leadership and a shared vision for stronger, more accessible healthcare systems. In multiple countries, ongoing education and training programmes continued to meet urgent surgical needs and invest in lasting, sustainable solutions.

At the heart of this strategy is a commitment to close critical gaps in surgical care. Free, life-changing surgeries, while core to Mercy Ships' mission, represent just one part of a broader approach. Mercy Ships places equal emphasis on strengthening the people, institutions and systems that make safe surgery possible.

Through sustained collaboration with ministries of health, hospitals and local universities, Mercy Ships supports the training and professional development of surgeons, anaesthetists, nurses and other essential healthcare providers. These investments build local capacity and expand access to safe care. They enable programme graduates to return to their home countries to train others and serve their communities with greater skill and confidence. In addition, Mercy Ships is committed to strengthening systems through infrastructure renovation and construction projects, as well as providing equipment and equipment training, to ensure nations have the resources they need to offer quality care.

Over time, this integrated approach creates a multiplying effect. Patients regain health, providers gain expertise, hospitals improve standards of care and countries move closer to self-sustaining surgical systems that can meet the needs of their people. Across the continent, Mercy Ships is honoured to walk alongside nations and be part of supporting healing today and strengthening the healthcare systems of tomorrow.

2,404
UNIQUE DENTAL PATIENTS

5,097
DENTAL VISITS

17,366
DENTAL PROCEDURES

284
UNIQUE EDUCATION & TRAINING PARTICIPANTS

189,022
EDUCATION & TRAINING PARTICIPANT HOURS

GUINEA

Long-term partnership

In 2025, the long-term partnership between Mercy Ships and the Université Gamal Abdel Nasser de Conakry (UGANC) expanded to sponsor more students from across Africa to receive dental and surgical training. Following the completion of a new clinical training space in late 2024, Mercy Ships increased the number of international students participating in UGANC programmes. Students came from across the region, including Madagascar, Benin, Mauritania, Sierra Leone, Guinea-Bissau and more.

HANDS-ON TRAINING WITH REGIONAL IMPACT

The partnership supported clinical training, administrative systems and pedagogical guidance for UGANC's dental curriculum, alongside surgical and anaesthesia programmes. Dental students and recent graduates received simulation-based and hands-on training, while also providing basic oral health education to patients and caregivers.

"These growing partnerships with other countries are an important part of what we do," said Dr David Ugai, Mercy Ships Country Director for Guinea. "Some students come because they don't have dental schools in their own countries. Others come for one year and we sponsor their residencies so they can return home as future educators."

IMAGES: Dr Mariama Camara, Dr Guirassy Il Mariama, Dr Diallo Mariama Cire and Dr Soumah Yalikhatou, the first female general surgeons trained in Guinea.

EXPANDING SURGICAL EDUCATION PARTNERSHIPS

Since 2024, Mercy Ships has partnered with the Faculté de Sciences et Techniques de la Santé (FSTS) to support its existing suite of surgical education programmes, including anaesthesia, general and visceral surgery, ENT, plastic and orthopaedic surgery, trauma, neurosurgery, paediatric surgery, obestetrics and gynaecology, and urology.

This year, the medical education sponsorship programme broke new ground in Guinea when four participants earned their diplomas of specialisation, becoming the first female general surgeons trained in-country. "Their achievements mark a historic turning point, and we are honoured to have supported these leaders as they step forward as specialists in general and visceral surgery, inspiring others to follow their path," said Estelle Mouadeu Toualeu, Mercy Ships Medical Education Sponsorship Manager. Mercy Ships also supported them to pursue international internships to broaden their experience in Morocco, Tunisia and France.

BUILDING FACULTY FOR THE FUTURE

Beyond technical instruction, these partnerships emphasise faculty development, curriculum strengthening and practical simulation. By sponsoring future educators and supporting specialty-specific training, Mercy Ships continued to invest in sustainable surgical systems and local capacity.

"There are significant gaps in the surgical workforce across Africa," Ugai said. "Without strong surgical education programmes, those gaps will widen as the population grows."

RENOVATING FACULTÉ DE SCIENCES ET TECHNIQUES DE LA SANTÉ

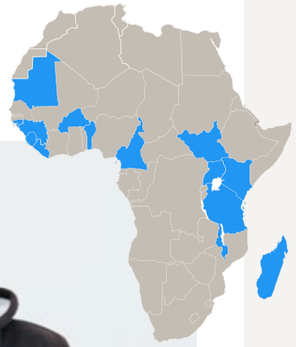
Mirroring its collaboration with Gamal's Dental School, Mercy Ships grew its partnership with FSTS, which houses the UGANC Departments of Nursing and Medicine. In late 2025, candidates were selected to participate in the UGANC FSTS Faculty Development project, which encompasses a range of master's degrees in the medicine, nursing and pedagogy fields.

As part of this partnership, Mercy Ships also launched a key infrastructure project. Renovations began for what will become a new Faculty of Science Simulation Centre, to be completed in 2026.

IMAGE:
A dental student and Dr Ana Filipa, Mercy Ships education and training programme officer, treat a patient in the UGANC clinic.

MEDICAL EDUCATION

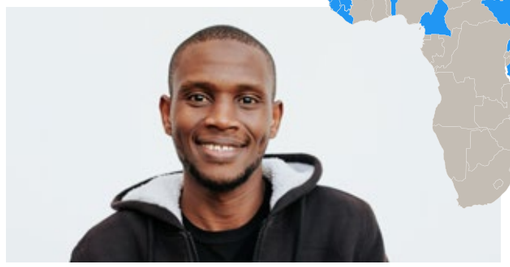
Sponsorships



Mercy Ships partnered with universities in 13 African nations to sponsor students for specialised education in dentistry, surgery, anaesthesia, nursing, biomedical engineering and ancillary services. Students received training through various specialised medical partnerships, including UGANC in Guinea and PAACS. These projects are managed by the Mercy Ships Guinea country team. The Medical Education Sponsorship Programme aims to:

- Create specialists who can go on to become educators.
- Support faculty who can strengthen health professions education programmes.
- Grow the specialised workforce in under-represented and under-resourced specialties and geographical regions.

The vision is big and the journey's only beginning. Moving forward, Mercy Ships plans to continue building new partnerships with universities and institutions across Africa so that more students can receive specialised education. Mercy Ships intentionally selects programmes in Africa so students can receive context-relevant education, promoting the growth and development of existing specialisation programmes.



"This training programme, made possible through the sponsorship of Mercy Ships, has profoundly transformed the way I view orthodontic practice. It has enabled me to move beyond a purely technical approach and embrace a more holistic one, integrating quality of care, social responsibility and a commitment to ongoing learning."

DR AMADOU OURY DIALLO
RESIDENT IN ORTHODONTICS

	UNIQUE MEDICAL ED. PARTICIPANTS	MEDICAL ED. PARTICIPANT HOURS
GUINEA*	60	87,544
SIERRA LEONE‡	16	19,207
GUINEA-BISSAU	12	10,137
MADAGASCAR‡	10	13,308
BENIN	9	9,527
KENYA	3	9,792
MAURITANIA	3	864
CAMEROON	2	4,035
TANZANIA	1	3,264
BURKINA FASO	1	632
SOUTH SUDAN§	1	116
UGANDA§	1	116

Data is included in the following totals:
*Guinea (pg 30), ‡Sierra Leone (pg 12),
‡Madagascar (pg 20), § South Africa (pg 34)

897
UNIQUE SURGICAL PATIENTS

1,073
SURGERIES

1,075
SURGICAL PROCEDURES

5
UNIQUE TRAINING PARTICIPANTS

619
TRAINING PARTICIPANT HOURS

TOGO

In 2025, Mercy Ships began partnering with the University of Lomé to advance dental education in Togo. This multi-year project aims to increase the number of qualified Togolese dentists through infrastructure improvements to equip the dental clinic and simulation space.

Mercy Ships also continued supporting surgeon mentoring through Lumière Divine, the NGO founded by Dr Abram Wodomé, Mercy Ships Ophthalmic Specialty Consultant.

In addition, Mercy Ships sponsored 1,000 cataract surgeries in northern and rural Togo through the Christian NGO, Sight.org. These efforts will help improve access to ophthalmic surgical care in the region for years to come.

IMAGE: Dr Nestor Avia from Sight.org performs surgery at a clinic in Elavagnon, Togo.

MADAGASCAR

229
UNIQUE SURGICAL PATIENTS

234
SURGERIES

242
SURGICAL PROCEDURES

MADAGASCAR & SIERRA LEONE

Freedom From Fistula is a key long-term partner of Mercy Ships, providing free fistula surgeries and free maternity care to ensure safe childbirth. In 2025, Mercy Ships supported the organisation by funding surgeries at the Madagascar obstetric fistula clinic, which Mercy Ships helped establish in 2015.

In Sierra Leone, Mercy Ships provided funding for paediatric consultations at the Aberdeen Women's Centre, which was built and established by Mercy Ships in 2005. This ongoing partnership has been instrumental in transforming the lives of women and girls across Africa.

186
UNIQUE TRAINING PARTICIPANTS

3,725
TRAINING PARTICIPANT HOURS

SOUTH AFRICA

In 2025, Mercy Ships continued to support the Society of Anaesthesiologists of South Africa (SASA) to deliver SAFE Paediatric and Obstetric Anaesthesia courses nationwide. Several courses featured a "Training the Trainer" component to equip participants to pass on their knowledge, strengthening surgical and anaesthesia systems across South Africa.

GHANA

Mercy Ships provided funding and content for the Ghana Surgical Dialogue 2025. This was a prominent national-level forum where key leaders gathered to support the government's efforts to enhance surgical, obstetric, trauma and anaesthetic care.

In addition, Mercy Ships has been in Ghana conducting local assessments in preparation for the *Global Mercy*'s arrival to the Port of Tema for field service in 2026.

SENEGAL

In 2025, Mercy Ships began supporting the Université Cheikh Anta Diop de Dakar's dental school expansion. This partnership strives to increase training capacity so that more students can receive high-quality instruction. Mercy Ships' investment in the dental school includes providing prosthodontics equipment, addressing the need to enhance specialised instruction. In addition, Mercy Ships procured medical simulation equipment to donate to the university's simulation centre, allowing more students to receive high-quality theoretical and practical instruction.

Dakar is also home to the Mercy Ships Africa Service Centre, a strategic base that supports the organisation's operations, enhances logistics and fosters relationships with local communities and government partners across Africa.

PAN-AFRICA HEALTHCARE *Diplomacy*

NATIONAL SURGICAL, OBSTETRIC, AND ANAESTHESIA PLAN (NSOAP)

In 2025, Sierra Leone launched its NSOAP (2026–2030) in collaboration with partners like Mercy Ships. Led by the Ministry of Health, the plan demonstrates the government's commitment to strengthening the country's surgical care. This actionable and measurable plan will provide a strategic roadmap to expand access to safe, timely and affordable surgical care nationwide, while also leading to improved coordination and accountability.

Mercy Ships also supported NSOAP development in Ghana and is now part of the nation's NSOAP implementation committee. Together, these resolutions are designed to deliver lasting, Africa-led solutions for surgical care.

AFRICAN DENTAL EDUCATION SYMPOSIUM

In Morocco, deans, programme directors and faculty from across Africa gathered for the inaugural African Dental Education Symposium. The event culminated in the launch of the African Education Dental Association (AEDA), the continent's first collaborative association committed to advancing dental education.

Supported by Mercy Ships, the symposium assembled Africa's dental educators, committed to building stronger academic programmes, sharing resources and increasing access to training across borders. Inspired by similar associations in the USA and Europe, the AEDA supports curriculum development, faculty exchange and student training, while advocating for stronger dental health systems in Africa. As partnerships deepen, this collaboration marks a hopeful turning point for the future of dental care across Africa.

PAN-AFRICAN SURGICAL HEALTHCARE FORUM (PASHEF)

In 2025, Mercy Ships advanced pan-Africa diplomacy efforts by helping African leaders turn political commitment into practical action. This included partnering with Smile Train to fund PASHeF, now in its third year and firmly established as a continental platform where solutions are shaped for Africa, by Africa.

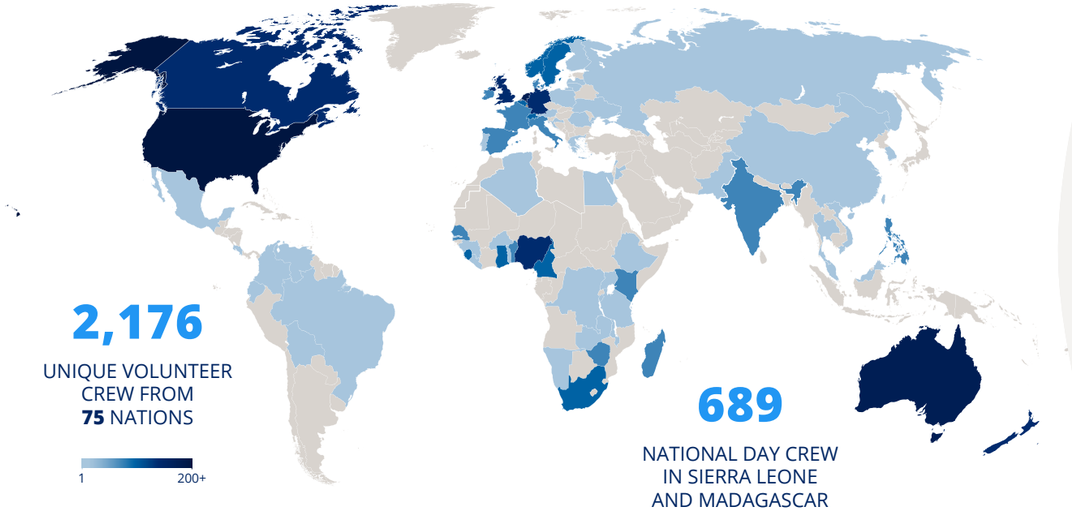
In attendance were the African Union, the Africa Centres for Disease Control and Prevention (CDC), the World Health Organization (WHO) and representatives from 42 ministries of health and finance. The forum focused on showcasing scalable national models, innovative financing approaches and collaborative pathways to strengthen surgical, obstetric and anaesthetic care.

The formal strengthening of partnership with the Africa CDC marked another milestone. As the African Union's technical health arm, the Africa CDC is positioned to elevate PASHeF priorities on the African Union agenda and support implementation at scale.

IMAGE:
Dr Mustapha Kabba, Sierra Leone's Deputy Chief Medical Officer for Clinical Services in the Ministry of Health, presents at PASHeF.

OUR VOLUNTEERS

Serving with purpose



Mercy Ships volunteers are the heartbeat of the organisation. They come from around the world, selflessly donating their time and expertise to provide transformative medical care to those who need it most. Without them, the hospital ships wouldn't be able to operate. Volunteers are crucial to the work Mercy Ships does year after year, leading by example and living out the 2,000-year-old model of Jesus. Mercy Ships is forever grateful for our generous and compassionate volunteers.

The volunteer crew of the *Global Mercy*.

BECKY CHAPLIN: **Once rescued, now a rescuer**

"I'm joyful and bubbly. I love to laugh. I care a lot about people. I like to be creative and I love the Lord."

That's how Becky Chaplin, volunteer Rehab Team Leader on the *Global Mercy*, introduces herself. Her story is one of faith and a lifelong dream fulfilled: hope and healing that truly goes beyond borders.

Becky's journey began in Kenya, where, as a newborn, she was found by a veterinarian who felt a divine prompting to check a roadside bag. "I think God was looking after me and sent a voice to the vet to find me," she said. Adopted at seven weeks old by a missionary couple from the UK, Becky grew up surrounded by faith and compassion. "Mum said when she picked me up, she felt God was saying, 'This is your daughter.'"

Living in the UK but identifying as both Kenyan and British, Becky's heart has always been drawn back to Africa. "I've always had a heart to come back to an African country," she shared. "I wanted to do it once I had the skill or experience to be able to help."

"Mercy Ships has had a big impact on helping me grow and become more of a leader … It's amazing to be in a place where you get to live out your faith openly."

While earning her master's, she was researching occupational therapists working in low-income countries and Mercy Ships popped up. A few years later, she eagerly applied to volunteer.

Today, Becky is not just serving patients, she's also teaching recent physiotherapy graduates essential skills so they can help even more people in their communities. She began supporting their education on board the ship and now, she leads the Physiotherapy Project at Connaught Hospital in Sierra Leone.

Serving with Mercy Ships has even deepened her faith and leadership. "Mercy Ships has had a big impact on helping me grow and become more of a leader," Becky said. "It's amazing to be in a place where you get to live out your faith openly."

Becky sees her role not only as physical restoration but as spiritual encouragement. She believes that each patient is seen and loved by God. "If you want something that's enriching, pushes you and grows you, then it's for you," she advises future volunteers. "Just step out in faith and you won't be disappointed!"

IMAGES:
Becky in the rehab clinic on board the *Global Mercy*; Becky works with a patient in rehab.

Finding a new life at sea

IAN LAWRENCE & DENISE NGUM

Ian Lawrence faced one unique challenge during his year as captain of the *Global Mercy*. "It's very unusual as a captain to spend 10 months in one place", he explained. "So part of the challenge is keeping the deck crew engaged and motivated."

Ian was granted a year's unpaid leave from his job as a marine pilot in the port of Southampton to volunteer on the *Global Mercy*. Ian and his wife, Elizma, had met on a ship and had been thinking about showing their children what life at sea was like. His children, eight-year-old Abigail and five-year-old Piran, went to school on the ship.

"Piran had his first day of school in the middle of the Atlantic, halfway between Tenerife and Sierra Leone," laughed Ian. "And I was able to take him to school, which was really special."

After sailing to Sierra Leone, the Lawrence family lived on board the *Global Mercy* for 10 months, before the ship returned to Spain for maintenance.

"On normal ships that sail regularly, night watches are seen as the worst part," said Ian. "But because we may only be at sea for up to 10 days at a time, these slots are gold. The deck crew are falling over themselves to sign up to these watches to get navigation time."

Ian added that Mercy Ships has a dedicated maritime training scheme that ensures deck crew can access formal training.

Denise Ngum is one beneficiary of that training. Denise trained as an electrical engineer, but she had struggled to find a job in her home country, Cameroon. In 2018, she joined the electrical department on the *Africa Mercy* – and spent seven years on board.

"I was amazed at the support I was given," said Denise. "The Chief Electrician encouraged me to think about what my next step could be with training. He told me that Mercy Ships could be a platform for gaining new skills."

She was offered the opportunity to study for the licence she needed to become an electrical technical officer in Newcastle – a step she had never dreamt would be possible. "My time at South Shields Marine School was the best studying experience I've ever had," she said. "I returned to Mercy Ships fuelled with knowledge."

Denise is now an electrical technical officer with Explora Journey cruise ships. "Mercy Ships opened up a whole new experience for me and I'm so grateful," she added.

IMAGES: *(LEFT TO RIGHT)*
Ian Lawrence, Chief Officer, taking his son to his first day of school; Denise Ngum, Electrical and Control Technician, in the engine room.

DR MANJIT DHILLON

Bringing joy through healing

Dr Manjit Dhillon is a consultant surgeon in oral and maxillofacial surgery in Aberdeen. She started volunteering with Mercy Ships in 2023 and now uses her annual leave each year to perform complex facial surgeries onboard.

Two of her more dramatic surgeries were featured in several newspapers in 2025.

While on board the *Africa Mercy* in Madagascar, Dr Manjit removed a massive benign tumour from two-year-old Armella. The 280g growth behind her ear was continuing to grow and starting to affect how Armella held her head.

"Without this surgery, she would have struggled to hold her head up and would have lived on the fringes of society," explained Dr Manjit. "Now she can enjoy going to school without getting picked on. She's saved from a lifetime of injustice."

While on the *Global Mercy* in Sierra Leone, Dr Manjit was one of two surgeons working to remove a complex, life-threatening jaw tumour for a young man. Alex's surgery required tumour removal, followed by a second surgery to reconstruct his jaw using bone from his hip.

Her first time on board, Dr Manjit was shocked that she was seeing patients whose tumours had grown so large, when they should have been treated much sooner. But she realised that without trained specialists, there is nobody available to perform these surgeries. .

Dr Majit has highlighted how she feels that her volunteering with Mercy Ships has aided her professional growth and made her a better surgeon.

The eye-catching stories of her transforming work were featured across the media this year, helping to drive interest in Mercy Ships' mission.

Find out more about volunteering on board.

IMAGES: *(FROM TOP TO BOTTOM)*
Dr Manjit, in the operating theatre on board the *Global Mercy*; Dr Manjit with Alex during post-surgery ward rounds; Armella before surgery.

EMMANUEL NWAJI
Guided by faith & service

When Nigerian-born Emmanuel Nwaji set sail on his first vessel, he never imagined the adventure his skills would take him on. Today, as Second Officer on board the *Global Mercy*, Emmanuel ensures safe navigation and oversees training on the world's largest civilian hospital ship.

Emmanuel's father hoped he'd become a doctor. Instead, a government scholarship redirected his path to study nautical science in Egypt, launching a maritime career that would take him across oceans and through countless ports.

Years later, Emmanuel traded his commercial career for Mercy Ships. His first experience was on board the *Africa Mercy*. "On a commercial vessel, you work for money and your goal is your career. But with Mercy Ships, there's a better reward. There's this fulfilment you get knowing that you're a part of something bigger." He became so passionate about serving that he extended his commitment.

He was also drawn by the organisation's faith-based mission and impact across Africa. "Mercy Ships made me really see the need in Africa. I'm happy this is happening in Africa and I get to be a part of it," he said.

Now serving alongside his wife, Sophia, who volunteers as Crew Banker, Emmanuel finds joy in both his work and their shared purpose.

As an African officer helping steer a hospital ship serving his own continent, Emmanuel's story comes full circle. He may not be wearing a white coat, but he's helping change lives.

"I definitely recommend serving with Mercy Ships to other seafarers, even if it's just one time," Emmanuel urged. "It has a way of changing your outlook on how the maritime industry should operate."

SHIRLY DE BOER: A lifetime of caring

From Tasmania, Australia, to Papua New Guinea and Senegal to the decks of the *Africa Mercy*, nurse Shirly de Boer has spent five decades serving across the globe. Known fondly as "Aunty Shirly," she now cares for paediatric patients on board, continuing a dream sparked at age 10 when she saw a photo of a child in need.

"I've been nursing for 50 years and I have loved every bit of my nursing career," she said. "It's something that as a child I wanted to do and I think God has prepared me for that role in my life."

While working in remote areas, often as the only healthcare provider, Shirly delivered babies, performed skin grafts and even tended to animals when no vet was available. Her faith and resilience have inspired countless others.

She first heard about Mercy Ships in Senegal in 1992. Decades later, when the opportunity arose to volunteer, she sold her caravan, car and calves to serve on board the *Africa Mercy*. "I thought maybe coming to Mercy Ships would be a lovely way to finish my nursing career."

Now, mentoring younger nurses and photographing moments of hope, Shirly is a living testimony to one powerful truth: it's never too late to provide hope and healing.

ESG INITIATIVES
Environmental, Social and Governance

In 2025, Mercy Ships continued building upon its commitment to leave a lasting impact on the health of people and communities in sub-Saharan Africa, using state-of-the-art hospital ships in close collaboration with local partners and stakeholders. In the spirit of the organisation's core values to strive for excellence across all areas of operations, Mercy Ships is committed to upholding the highest Environmental, Social and Governance standards.

ENVIRONMENTAL

Each Mercy Ships vessel meets international safety and environmental standards and regulations, such as the International Convention for the Prevention of Pollution from Ships (MARPOL), the main international convention covering prevention of pollution of the marine environment by ships. To maintain optimum safety and efficiency, the ships and their operations are managed in accordance with the International Safety Management (ISM) Code and the classification requirements of Lloyd's Register.

The *Global Mercy* was built with energy efficiency as a major component of her design. It lays a roadmap for Mercy Ships' commitment to operating eco-friendly vessels into the future, expanding the organisation's positive impact on partner nations while minimising the impact on the environment. Key features on board the vessel include modern and efficient systems that provide reliable power, clean water and air conditioning for the hospital and crew, all of which reduce the ship's total energy consumption relative to earlier generation vessels.

SOCIAL

The core of the Mercy Ships mission is to tangibly improve the lives of individuals and communities through the delivery of direct surgical services and education and training programmes to its partner African nations. This transformative work is made possible by a crew of volunteers serving on board as well as staff working around the world, all of whom Mercy Ships is dedicated to supporting as they live out their mission.

Our qualified, prepared and mission-focused people are the hands and feet of Mercy Ships. In 2025, the organisation began a multi-year strategy to improve the volunteer experience, ensuring long-term, sustainable volunteer staffing for Mercy Ships' programmes. This year, an organisation-wide Gallup engagement survey resulted in management action plans aimed at improving workplace satisfaction, as well as volunteer and staff experience.

GOVERNANCE

Mercy Ships' governance model includes oversight from the Mercy Ships International Board of Directors consisting of men and women with diverse profiles from around the world. The Mercy Ships brand represents the headquarters in Garden Valley, Texas, a fleet of hospital ships operating in host countries in Africa, 16 affiliated independent charities around the world under the name Mercy Ships that raise funds and recruit volunteers to staff and run the hospital ships and related operations, and an Africa Service Centre in Dakar, Senegal.

Each National Office is an independent charity organised under the laws of its respective country, has its own Board of Directors and complies with each country's specific legislation for nonprofit NGOs. Mercy Ships currently operates a two-ship fleet consisting of the *Africa Mercy* and the *Global Mercy*, each of which is led by a Managing Director and management team that reports directly to Mercy Ships' executive leadership.

Tatsy, general surgery patient from Madagascar, holding a photo of himself before surgery.

LOOKING AHEAD

Healing beyond measure

As I step into this new role as CEO of Mercy Ships, I do so with deep gratitude and a sense of God's leading. This season has reminded me again of the extraordinary potential within our people, our partnerships and our mission. Together, we look toward 2026 with great expectation as we aim to be best-in-class for our patients, our people and our partners.

In 2026, the *Africa Mercy* will continue serving in Toamasina, Madagascar, deepening long-standing local healthcare partnerships through surgical care and expanded training. This next chapter allows us to keep building for greater impact, ensuring our work strengthens the foundations of surgical care for years to come.

Meanwhile, the *Global Mercy* will complete her third consecutive field service in Sierra Leone mid-year. After her annual maintenance period, she will sail to Ghana for Mercy Ships' fifth visit to the nation since 1991. Building on a long and trusted relationship, this next field service will focus on providing safe surgical care while strengthening local healthcare systems through training and collaboration with national partners.

Across the continent, we will continue advancing our work in Guinea through our partnership with Université Gamal Abdel Nasser de Conakry, expanding dental, anaesthetic and surgical training programmes that contribute to long-term national capacity.

As we prepare for the coming year, we will lean into strengthening our internal systems and the stewardship that supports our mission so that both those we serve and those who serve with us can flourish and reach their God-given potential.

We invite you to join us in prayer for the volunteers who will fill and fuel our ships, for the nations and leaders we are honoured to partner with and for the patients and families who we will be caring for. We look to the Lord for wisdom as He leads us forward in His strength and courage.

MC White

Dr Michelle White
Mercy Ships International CEO

Financial Review and Strategic Report

SUMMARY

In 2025, Mercy Ships UK (MSUK) achieved its best ever income year of £11.2m compared to £9.9m the previous year, an increase of 13%. During the year we received exceptional support from our loyal donor base. This included more than 9,000 regular donors along with one-off donors who responded generously to our campaigns. Our income does not include a monetary amount representing the contributed services valuation of volunteers provided by MSUK. This amount totals £3.4m (£3.5m: 2024) and is included in the Mercy Ships International accounts. Our fundraising ratio at 23% (2024: 23%) also does not benefit from this amount

The 2025 total expenditure of £13.6m including grants, compared to £11.0m the previous year, reflects MSUK's commitment to our international programmes, together with investment towards future growth in our ability to support these activities. This expenditure commitment included a total of £8.0m in grants (2024: £6.2m), an increase of 29%.

INCOME

Total income for the year of £11.2m was 13% up on the previous year (2024: £9.9m), with Legacy income of £2.1m (2024: £2.2m).

During the year, our Individual Giving team saw a large uplift in online donations, along with excellent engagement from our mid-level donors. We raised almost £770,000 across our two matched appeals, contributing to over £1.4m from all 12 campaigns. Retention rates were maintained and average gifts increased by £11.

In 2025, the Philanthropy team advanced Corporate Partnership development across the maritime sectors while deepening relationships with key donors, including through a dedicated visit to Northern Ireland. Cargo Day (focused fundraising from the international shipping community) achieved its strongest year to date, and significant events and ship visits created valuable opportunities for stewardship and new introductions. Philanthropic investment in volunteer sponsorship also grew, ensuring skilled professionals could serve on board and deliver life-changing care.

Our Engagement work was strengthened by the arrival of our first Events Manager, and income from Christian festivals and churches alone grew to £163k. We continue to strengthen our partnerships with community groups and networks, and relationships with alumni and speakers who faithfully represent us, which resulted more than £167k being raised.

Alongside growing income for grant purposes, recruiting volunteers is a vital part of our mission and during the year MSUK volunteer recruitment team delivered the equivalent of 44 fulltime roles (2024: 47) with a contributed services valuation of £3.4m (2024: £3.5m). Providing volunteers for our ships covering roles from the galley to the operating theatre is essential to delivering our work and we are continuing to invest in resources towards this task.

UK accounting policies require our income figures to include an amount of £1.2m (2024: £1.0m) in respect of some 20 highly skilled employees covering a range of vital roles as secondees to Mercy Ships International (MSI). MSI invoices for these staff roles, but MSUK does not receive this income directly – rather, offsetting an equivalent amount as grant funding to MSI. The UK office is delighted to be able to contribute in this way.

EXPENDITURE

This year, total charitable expenditure increased by 26% to £11.2m (2024: £8.8m) including a record £8m (2024: £6.2m) in grants. This was used primarily for operationalising our hospital ships, off-ship training programmes, MSI secondee salaries and supporting crew and volunteers in delivering vital free healthcare to people facing desperate need in some of the world's poorest countries. Within this amount, the following were noteworthy: grants for Mercy Ships programmes of £6.6m (2024: £5.4m); crew support of £135k (2024: £210k); and financial aid to crew of £313k (2024: £278k). Expenditure also included £1.4m (2024: £1.2m) for staff working directly for Mercy Ships International, Mercy Ships Global Association and Mercy Ships Norway

RESERVES POLICY

The Directors review the reserves policy annually and during 2025 amended the policy to more accurately reflect the level of risk. Accordingly, grant amounts deemed 'discretionary' were removed from the six months' total expenditure, based on the annual budget as agreed by the Board. This gave rise to a one-off grant amount to MSI of £2.25m, contributing to the record final grant total for the year of £8.0m, emphasising our intention to ensure as much funding as possible goes to support Mercy Ships programme activity. Restricted funds are not included in the reserves policy, as the Directors have no discretion over how they are spent. If the Directors choose to designate funds, these will not be included in the reserves policy, as they are held for a designated purpose.

FUNDS

At the end of 2025, total funds stood at £3.5m (2024: £5.9m) reflecting the change in the Reserves Policy. Restricted funds held amounted to £0k at the end of 2025 (2024: £9k). All restricted funds are subject to terms and conditions agreed with donors or the nature of the appeal, which are applied accordingly. On 31 December 2025, unrestricted funds are £3.5m, of which £3.5m are free reserves. This represented 6.7 months' operating costs for the 2026 total budget.

GOING CONCERN

We have set out above a review of the financial performance during the financial year and our reserves position at the year end. We have adequate financial resources and have the structures in place to manage the business risks. In addition, our budgeting and forecasting processes have taken into consideration the current economic climate and its potential impact on both our various sources of income and our expenditure. We have an expectation that we have adequate resources and control mechanisms to continue in operational existence for the foreseeable future. Further, we believe that there are no material uncertainties that may cast doubt on the charity's ability to continue as a going concern. Therefore, we continue to adopt the going concern basis of accounting in preparing the annual financial statements.

RISK MANAGEMENT

The risks which face the charity are detailed in its consolidated risk register, which the Directors keep under active review. Headline risks in 2026 include:

1. Uncertainty brought about by the current economic and geopolitical climate and the potential impact on donors and donor acquisition.

Mitigation: Uncertainty has been factored into our planning and budgeting process for 2026. Regular monitoring of actual expenditure against budget is undertaken by the management team, with corrective action plans, as necessary, overseen by the relevant Board Committee.

2. Cyber security continues to be a significant risk, especially in relation to online activities – of which MSUK has a full range, including our website, donor database, online donations and accounting systems.

Mitigation: MSUK employs a third-party IT service to provide specialist expertise. All staff receive training, with frequent reminders to promote an attitude of 'everyone is responsible'.

Corporate Structure and Governance

Mercy Ships UK is part of the global family of charities under the Mercy Ships banner and values. The International Support Centre of Mercy Ships Operations manages the charity's marine and medical operations internationally. Alongside the UK, 15 other nations have a registered Mercy Ships charity. These partnerships are governed by an Association Agreement, which defines the operational and strategic links between the organisations, safeguarding the independence of the UK charity and its responsibilities for data protection, financial management, safeguarding and strategic operation.

Mercy Ships UK, company number 03147724 (England & Wales), is a company limited by guarantee and not having a share capital. Our registration number with the Charity Commission for England and Wales is 1053055 and with the Office of the Scottish Charity Regulator SC039743. The charity is governed by its Memorandum and Articles of Association dated 11 December 1995, and it was incorporated on 17 January 1996. The Memorandum and Articles of Association were revised in 2007. Under the conditions of the guarantee, members' liability is restricted to £1 each. The number of members at 31 December 2025 was 10 (2024:9).

MERCY SHIPS UK'S CHARITABLE OBJECTIVES

The Board has ongoing regard to the public benefit guidance published by the Charity Commission when reviewing the charity's activities and future plans. Mercy Ships continues to make a significant impact in numerous communities and on thousands of individual lives in Africa, through surgical interventions carried out on the *Global Mercy* and the *Africa Mercy*, in onshore facilities, and through the lasting legacies left behind through extensive training and capacity building, and as such funding provided by the UK is utilised exclusively to this end. Regular monitoring and reporting of projects is carried out to ensure that Mercy Ships continues to deliver world-class healthcare and is utilising funds in line with the wishes of donors in the UK.

SAFEGUARDING

Mercy Ships UK has a Principal Safeguarding Officer who oversees the implementation of safeguarding measures across the whole organisation. Alongside this, we have a Safeguarding Lead on the Board, as well as external support from a specialist Safeguarding organisation. The Safeguarding Policy and procedures were reviewed regularly and updated, across the UK operation and globally. The Board are confident these measures will continue to maintain the high standards of protecting vulnerable people and putting quality of care at the centre of all we do.

BOARD AND MANAGEMENT ROLES

The Mercy Ships UK Board of Trustees is legally responsible for the overall control of the charity and for ensuring that it is properly managed.

The Board's principle roles are:

- Approving the mission, vision, strategies, high-level policies and annual business plan
- Appointing and overseeing the Executive Director
- Monitoring performance and risk management
- Reporting performance with integrity and transparency
- Ensuring compliance with UK law and Charity Commission regulations
- Managing its governance processes
- Adding value by advising management
- Representing the interests of Mercy Ships UK's stakeholders.

The Board delegates responsibility for operational management to the Executive Director (the Principal Officer), who is responsible for developing the organisation's plans, policies and processes, following Board advice and approval. The Executive Leadership Team, made up of Director of Finance, Director of Communications and Engagement, Director of Philanthropy, Director of Supporter Development and the Executive Director, supports the leadership of the organisation's strategic growth. Salaries of key personnel are benchmarked annually with external research and agreed by the Board of Directors.

Mercy Ships UK complies with Fundraising Standards Board requirements and is registered with the Fundraising Regulator, only utilising agencies that are compliant with these standards.

Mercy Ships does not solicit gifts by door-to-door acquisition methods, has received no complaints from any regulator and ensures that all donors receive only the communications they request.

BOARD COMPOSITION

The Board comprises independent, unremunerated, non-executive directors (trustees) who have a broad range of skills and experience. Recognising the international collaboration of charities, Mercy Ships UK provides three Board members to the Mercy Ships International Board (total 34 members), and in return receives up to three members from the International Board as full Mercy Ships UK directors.

In 2025 Dr Michelle White, trustee of Mercy Ships UK was confirmed as CEO of Mercy Ships International, to take up her post on 26 January 2026. As the Board continues to be strengthened and expanded, the directors are committed to the highest standards and encouraging applications from a diverse range of individuals.

Director recruitment, induction and training are overseen by the Nominations and Governance Committee.

BOARD EXPENSES

No fees or remuneration are paid for serving as a Mercy Ships UK Board member. Mercy Ships UK reimburses reasonable expenses incurred while acting as a director. This includes travel and accommodation expenses required to attend meetings, training and orientation costs. Every effort is made to ensure costs are at a minimum.

Mercy Ships UK funds necessary expenses of one Vision trip for each trustee to visit one of the ships as there is clear benefit to the charity.

BOARD MEETINGS

The Board meets four times a year, with additional meetings as required. The Board has two subcommittees:

- Finance, Audit and Risk
- Nominations and Governance.

IMAGE:
Dr Michael Spence, Chair of Mercy Ships UK's Board of Trustees.

Statement of Directors Responsibilities

The directors, who also act as trustees for the charitable activities of Mercy Ships – U.K. Limited, are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the directors 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The directors are responsible for keeping adequate accounting records that 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, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

By order of the Board of Directors,

Dr Michael Spence
Chair of Trustees

Statement of Financial Activities including income and expenditure account

for the year ended 31 December 2025

	Notes	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Income and endowments from:							
Donations, legacies and recharged salaries	*3*	9,603,511	1,411,731	11,015,242	8,868,468	795,633	9,664,101
Investments	*4*	213,118	–	213,118	264,101	–	264,101
Other income	*5*	–	–	–	14,661	–	14,661
Total income		**9,816,629**	**1,411,731**	**11,228,360**	**9,147,230**	**795,633**	**9,942,863**
Expenditure on:							
Raising funds	*6*	2,513,188	–	2,513,188	2,215,207	–	2,215,207
Charitable activities	*7*	9,616,306	1,420,546	11,036,852	7,954,564	815,394	8,769,958
Total expenditure		**12,129,494**	**1,420,546**	**13,550,040**	**10,169,771**	**815,394**	**10,985,165**
Net gains/(losses) on invetsments	*14*	(30,449)	–	(30,449)	(6,876)	–	(6,876)
Net expenditure and movement in funds		**(2,343,314)**	**(8,815)**	**(2,352,129)**	**(1,029,417)**	**(19,761)**	**(1,049,178)**
Reconciliation of funds:							
Fund balances at 1 January 2025		5,854,267	8,815	5,863,082	6,883,684	28,576	6,912,260
Fund balances at 31 December 2025		**3,510,953**	–	**3,510,953**	**5,854,267**	**8,815**	**5,863,082**

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

Balance Sheet

as at 31 December 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Tangible assets	*16*		14,149		13,419
Investments	*17*		356,284		319,880
			370,433		**333,299**
Current assets					
Debtors	*18*	450,094		687,657	
Cash at bank and in hand		2,970,321		5,135,311	
		3,420,415		**5,822,968**	
Creditors: amounts falling due within one year	*19*	(279,895)		(293,185)	
Net current assets			3,140,520		5,529,783
Total assets less current liabilities			**3,510,953**		**5,863,082**
The funds of the charitable company					
Restricted funds	*21*		–		8,815
Unrestricted funds	*22*		3,510,953		5,854,267
			3,510,953		**5,863,082**

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 December 2025.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

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

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

The financial statements were approved by the trustees on 25th March 2026.

Dr Revd Michael Spence
Chair

Bernard Hickman
Treasurer

Company registration number 03147724 (England and Wales)

Statement of Cash Flows

for the year ended 31 December 2025

	Notes	2025 £	2024 £
Cash flows from operating activities			
Cash absorbed by operations	*26*	**(2,301,349)**	**(1,728,591)**
Investing activities			
Purchase of tangible fixed assets		(9,906)	(10,884)
Purchase of investments		(117,177)	(127,786)
Procees from disposal of investments		50,324	109,899
Investment income received		213,118	278,762
Net cash provided by investing activities		**136,359**	**249,991**
Net cash provided by financing activities		–	–
Net decrease in cash and cash equivalents		**(2,164,990)**	**(1,478,599)**
Cash and cash equivalents at the beginning of the reporting period		5,135,311	6,613,910
Cash and cash equivalents at the end of the reporting period		**2,970,321**	**5,135,311**

Notes to the Accounts

for the year ended 31 December 2025

1. Accounting Policies

Charity information
Mercy Ships - U.K. Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is The Lighthouse, 12 Meadway Court, Rutherford Close, Stevenage, Hertfordshire, SG1 2EF, United Kingdom.

1.1 Accounting convention
The financial statements have been prepared in accordance with the charitable company's governing document, the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)". The charitable company is a Public Benefit Entity as defined by FRS 102.

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

The financial statements have been prepared under the historical cost convention unless otherwise stated in the relevant accounting policy note. The principal accounting policies adopted are set out below.

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

1.3 Charitable funds
Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charitable company.

1.4 Income
Income is recognised when the charitable company is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charitable company has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charitable company has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Donated goods and services of medical equipment which are intended to be used to further Mercy Ships objectives are valued at market value and included in income when distributed or utilised.

The Charity employs staff in the UK whose work supports activities delivered for other group entities. Where staff provide services on behalf of another entity, the Charity recharges an appropriate proportion of the related employment costs. Such income is classified within "recharge income".

The basis for apportioning and recharging costs reflects the actual time spent. Intercompany balances arising from recharges are recognised within debtors or creditors as appropriate. These transactions are disclosed as related-party transactions where required by the Charities SORP.

1.5 Expenditure
Expenditure is accounted for on an accruals basis and is recognised when there is a legal or constructive obligation to pay. Where expenditure cannot be directly attributed to particular headings, it is allocated on a basis consistent with the use of the relevant resources measured by reference to staff time.

Costs of generating funds relates to activities that are intended to generate income. The cost of fundraising campaigns is expensed in the year which it is incurred although income derived from the initiatives may arise in future years.

Charitable activities comprise of the following:

- Grants payable from restricted and unrestricted funds for Mercy Ships' programmes
- Direct costs and programme support costs incurred by UK-based staff in assisting programmes overseas, including staffing, volunteers and procurement
- Governance costs relate to the direct management functions and support costs inherent in the activities of the charity. They provide the governance infrastructure which allows the charity to operate and to generate the information required for public accountability, and include the strategic planning processes that contribute to the future development of the charity.

1.6 Intangible fixed assets other than goodwill
Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Intangible assets acquired on business combinations are recognised separately from goodwill at the acquisition date where it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the fair value of the asset can be measured reliably; the intangible asset arises from contractual or other legal rights; and the intangible asset is separable from the entity.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Software	33% straight line

1.7 Tangible fixed assets
Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses. Except for laptops and computer peripherals which are expensed on acquisition, tangible fixed assets costing more than £1,000 (excluding VAT) are capitalised.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Leasehold improvements	33% straight line
Furniture, hardware and equipment	20 - 33% straight line
Motor vehicles	20% straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.8 Fixed asset investments
Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

1.9 Impairment of fixed assets
At each reporting end date, the charitable company reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.10 Cash and cash equivalents
Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.11 Financial instruments
The charitable company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charitable company's balance sheet when the charitable company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets
Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities
Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities
Financial liabilities are derecognised when the charitable company's contractual obligations expire or are discharged or cancelled.

1.12 Employee benefits
The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charitable company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.13 Retirement benefits
Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.14 Leases
Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

1.15 Foreign exchange
Transactions in currencies other than pounds sterling are recorded at the rates of exchange prevailing at the dates of the transactions. At each reporting end date, monetary assets and liabilities that are denominated in foreign currencies are retranslated at the rates prevailing on the reporting end date. Gains and losses arising on translation in the period are included in net income/(expenditure) .

2. Critical accounting estimates and judgements

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

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

The key estimate and assumption made in these accounts are considered to be the recognition of legacy income as set out in note 1.4.

3. Income from donations, legacies and recharged salary

	Unrestricted 2025 £	Restricted 2025 £	Total 2025 £	Unrestricted 2024 £	Restricted 2024 £	Total 2024 £
Donations and gifts	6,401,380	1,350,731	7,752,111	5,631,502	780,633	6,412,135
Legacies	1,992,369	61,000	2,053,369	2,181,455	15,000	2,196,455
Grants	–	–	–	5,000	–	5,000
Recharge income	1,209,762	–	1,209,762	1,050,511	–	1,050,511
	9,603,511	**1,411,731**	**11,015,242**	**8,868,468**	**795,633**	**9,664,101**

Recharge income relates to where the Charity employs staff in the UK whose work supports activities delivered for other group entities. Where staff provide services on behalf of another entity, the Charity recharges an appropriate proportion of the related employment costs.

4. Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Income from listed investments	69,853	20,888
Interest receivable	143,265	243,213
	213,118	**264,101**

5. Other income

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Gifts in kind income	–	14,661
		14,661

6. Expenditure on raising funds

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Direct costs	1,575,375	1,333,897
Staff costs	672,244	639,605
Support costs	265,569	241,705
	2,513,188	**2,215,207**

7. Expenditure on charitable activities

	Charitable activities 2025 £	Charitable activities 2024 £
Direct costs		
Staff costs	2,016,733	1,644,699
Direct costs	408,488	456,257
	2,425,221	**2,100,956**
Grant funding of activities (see note 8)	8,025,424	6,169,146
Share of support and governance costs (see note 9)		
Support	586,207	499,856
	11,036,852	**8,769,958**
Analysis by fund		
Unrestricted funds	9,616,306	7,954,564
Restricted funds	1,420,546	815,394
	11,036,852	**8,769,958**

8. Grants payable

	Charitable activities 2025 £	Charitable activities 2024 £
Grants made for Mercy Ships International programmes:		
Mercy Ships programmes	6,639,476	5,403,155
Volunteer Crew support	134,758	210,700
Financial aid for crew	312,911	278,437
Medical and Surgical Projects	356,120	60,105
Education, Training and Advocacy Projects	465,069	749
Capital and Other Projects	117,090	216,000
	8,025,424	**6,169,146**

All grants made for Mercy Ships International programmes are made directly to Mercy Ships International or Mercy Ships Global Association.

9. Support costs allocated to activities

	Fundraising 2025 £	Charitable activities 2025 £	Total 2025 £	Total 2024 £
Depreciation	2,478	6,700	9,178	9,592
Training	6,812	18,417	25,229	24,444
Travel and subsistence	23,641	39,883	63,524	56,658
Motor vehicle	772	2,086	2,858	2,827
Facilities and supplies	53,812	145,451	199,263	203,590
Communications	10,980	27,703	38,683	26,289
Equipment maintenance and rental	2,668	7,214	9,882	3,026
Bank charges	55,433	76,231	131,664	91,107
Legal and professional	6,144	37,512	43,656	3,689
Staff costs	102,829	225,010	327,839	320,339
	265,569	**586,207**	**851,776**	**741,561**

Charitable expenditure includes total governance costs of £23,581 (2024: £33,238).
This includes the cost of the statutory audit which was £17,400 (2024: £17,650).

10. Net movement in funds

	2025 £	2024 £
The net movement in funds is stated after charging/(crediting):		
Fees payable to the charity's auditor:		
- for the audit of the charity's financial statements	17,400	17,650
- for other financial services	3,850	5,751
Depreciation of owned tangible fixed assets	9,178	9,592

11. Trustees

None of the trustees (or any persons connected with them) received any remuneration during the year.

Four trustees travel expenses were paid by Mercy Ships UK totalling £4,930 (2024: £83) as part of a Vision Trip to visit the Global Mercy in Sierra Leone. Mercy Ships UK funds necessary expenses of one trip for each trustee because there is a clear benefit to the charity.

12. Employees

	2025 Number	2024 Number
The average full time equivalent monthly number of employees during the year was:		
Fundraising	13	13
Charitable programmes – UK	13	11
Charitable programmes – direct	20	20
Governance	1	1
Total	**47**	**45**

	2025 £	2024 £
Employment costs		
Wages and salaries	2,291,585	1,963,562
Social security costs	275,575	217,627
Other pension costs	121,817	103,115
	2,688,977	**2,284,304**

Key personnel salaries for 2025, as per the table below, totalled £521,634 for 7 people (2024: £505,315 for 7 people).

Mercy Ships full-time equivalent UK salaries include 19 staff who are classed as 'secondees', working directly for Mercy Ships International and Mercy Ships Global Association totalling £1.2m (see note 25). A number of these staff occupy senior positions contributing to the wider remit of the global organisation.

The number of employees, including those seconded to MSI, whose annual remuneration was more than £60,000 is as follows:

	2025 Number	2024 Number
£60,001 – £70,000	4	4
£70,001 – £80,000	1	2
£80,001 – £90,000	1	–
£90,001 – £100,000	1	1

13. Volunteer costs

	2025	2024
Total number of UK volunteers	44	47
Contributed services valuation	3,437,380	3,494,211

14. Gains and losses on investments

	Unrestricted funds 2025 £	Unrestricted funds 2025 £
Gains/(losses) arising on:		
Revaluation of investments	(30,449)	(6,876)

15. Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

16. Tangible fixed asssets

	Leasehold improvements £	Furniture, hardware and equipment £	Motor vehicles £	Total
Cost				
At 1 January 2025	54,217	27,349	13,825	95,391
Additions	9,906	–	–	9,906
At 31 December 2025	**64,123**	**27,349**	**13,825**	**105,297**
Depreciation and impairment				
At 1 January 2025	45,990	22,155	13,825	81,970
Depreciation charged in the year	5,551	3,627	–	9,178
At 31 December 2025	**51,541**	**25,782**	**13,825**	**91,148**
Carrying amount				
At 31 December 2025	**12,582**	**1,567**	–	**14,149**
At 31 December 2024	8,226	5,193	–	13,419

17. Fixed asset investments

	Listed investments £
Cost or valuation	
At 1 January 2025	**319,880**
Additions	117,177
Valuation changes	(30,449)
Disposals	(50,324)
At 31 December 2025	**356,284**
Carrying amount	
At 31 December 2025	**356,284**
At 31 December 2024	319,880

The investments held are in British government stocks and collective UK and global investments. They are managed by Rathbone Investment Management Limited.

18. Debtors

	2025 £	2024 £
Amounts falling due within one year:		
Trade debtors	18,185	69,621
Other debtors	86,835	291,945
Prepayments and accrued income	345,074	326,091
	450,094	**687,657**

The charity has been notified of legacies with an estimated value of £645,000 which have not been recognised as income at 31 December 2025 because no notification of impending distribution or approval of estate accounts has been received.

19. Creditors: Amounts falling due within one year

	2025 £	2024 £
Other taxation and social security	63,912	51,261
Trade creditors	115,088	195,739
Other creditors	21,667	21,185
Accruals and deferred income	79,228	25,000
	279,895	**293,185**

20. Retirement benefit schemes

	2025 £	2024 £
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	**121,817**	**103,115**

The charitable company operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charitable company in an independently administered fund.

21. Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 January 2025 £	Incoming resources £	Resources expended £	At 31 December 2025 £
Mercy Ships Programmes	–	34,599	(34,599)	–
Volunteer Crew Support	8,815	125,941	(134,756)	–
Financial Aid for Crew	–	312,911	(312,911)	–
Medical and Surgical Projects	–	356,120	(356,120)	–
Education, Training and Advocacy Projects	–	465,070	(465,070)	–
Capital and Other Projects	–	117,090	(117,090)	–
	8,815	**1,411,731**	**(1,420,546)**	–

Previous year	At 1 January 2024 £	Incoming resources £	Resources expended £	At 31 December 2024 £
Mercy Ships Programmes	–	49,403	(49,403)	–
Volunteer Crew Support	28,576	190,939	(210,700)	8,815
Financial Aid for Crew	–	278,437	(278,437)	–
Medical and Surgical Projects	–	60,104	(60,104)	–
Education, Training and Advocacy Projects	–	750	(750)	–
Capital and Other Projects	–	216,000	(216,000)	–
	28,576	**795,633**	**(815,394)**	**8,815**

Mercy Ships Programmes includes all ship and surgical operations.
Volunteer Crew Support includes funds raised by volunteers from their supporters.
Financial Aid for crew includes donations to support needy crew.
Medical and Surgical projects includes donations for specific projects, e.g. Maxillofacial Surgery Sierra Leone 2025-2026.
Capital & other projects includes donations for specific items and projects, e.g. Optical Coherence Tomography (OCT) equipment.

22. Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used.

	At 1 January 2025 £	Incoming resources £	Resources expended £	Gains and losses £	At 31 December 2025 £
General funds	**5,854,267**	**9,816,629**	**(12,129,494)**	**(30,449)**	**3,510,953**

Previous year	At 1 January 2024 £	Incoming resources £	Resources expended £	Gains and losses £	At 31 December 2024 £
General funds	**6,883,684**	**9,147,230**	**(10,169,771)**	**(6,876)**	**5,854,267**

23. Analysis of net assets between funds

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £
At 31 December 2025:			
Tangible assets	14,149	–	14,149
Investments	356,284	–	356,284
Current assets/(liabilities)	3,140,520	–	3,140,520
	3,510,953	–	**3,510,953**

	Unrestricted funds 2024 £	Restricted funds 2024 £	2024 £
At 31 December 2024:			
Tangible assets	13,419	–	13,419
Investments	319,880	–	319,880
Current assets/(liabilities)	5,520,968	8,815	5,529,783
	5,854,267	**8,515**	**5,863,082**

24. Operating lease commitments

Lessee
At the reporting end date the charitable company had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2025 £	2024 £
Within one year	**53,848**	**44,873**

25. Related party transactions

Mercy Ships International Board members: Dr Michael Spence, Lois Boyle, Dr Michelle White. Dr M White became CEO of Mercy Ships International on 26 January 2026.

MSI transactions: MSUK recharged costs amounting to £1,209,762 (2024: £1,050,511) in respect of salaries for seconded staff; with £109,553 (2024: £166,981) being recharged back by MSI. Total grants given to MSI Programmes £8,025,424 (2024: £6,169,146).

Mercy Ships Global Association (MSGA): Shelley Pigott, Delegate to the General Assembly.

MSGA: Grants made to MSGA amounted to £78,759 (2024: £74,806).

Personal donations amounting to £40,999 (2024: £10,751) were received from eight trustees (2024: five) in the year.

26. Cash absorbed by operations

	2025 £	2024 £
Deficit for the year	(2,352,129)	(1,049,178)
Adjustments for:		
Investment income recognised in statement of financial activities	(213,118)	(278,762)
Fair value gains and losses on investments	30,449	6,876
Depreciation and impairment of tangible fixed assets	9,178	9,592
Movements in working capital:		
Decrease/(increase) in debtors	237,563	(281,473)
(Decrease) in creditors	(13,292)	(135,645)
Cash absorbed by operations	**(2,301,349)**	**(1,728,590)**

27. Analysis of changes in net funds

The charitable company had no material debt during the year.

Independent Auditor's Report

to the Trustees of Mercy Ships - UK Limited

OPINION

We have audited the financial statements of Mercy Ships - U.K. Limited (the 'charitable company') for the year ended 31 December 2025, which comprise the statement of financial activities, the balance sheet, the statement of cash flows 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 incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 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 directors' 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 directors with respect to going concern are described in the relevant sections of this report.

OTHER INFORMATION

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 and the Charities Accounts (Scotland) Regulations 2006 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the directors' report; or
- sufficient and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; 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 DIRECTORS

As explained more fully in the statement of directors' responsibilities, the directors 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 directors 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 directors 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 directors 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

We have been appointed as auditor under section 144 of the Charities Act 2011 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://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 design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

USE OF OUR REPORT

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008 and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

T Richardson

Tracey Richardson BSc (Hons) FCA
(Senior Statutory Auditor)

For and on behalf of Azets Audit Services, Statutory Auditor
Chartered Accountants
Westpoint
Lynch Wood
Peterborough
Cambridgeshire
United Kingdom
PE2 6FZ

Date: 25th March 2026

Azets Audit Services is eligible for appointment as auditor of the charitable company by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

Trustees, Principal Officers and Advisors

Directors
Ade Adeyemi
Lois Boyle - Vice Chair
Paul Ramsbottom - Vice Chair
Dr Leo Cheng
Alisdair Fraser (appointed 1 July 2025)
Bernard Hickman - Treasurer (appointed 1 January 2025)
Justin Humphreys (resigned 22 April 2025)
Angharad Milenkovic
Paul Ramsbottom OBE
Dr Michael Spence - Chair
Naiomi Thalayasingam
Dr Michelle White

UK patrons
Sir John Major KG CH
Dame Norma Major DBE

International patron
HRH The Princess Royal

Interim Chief Executive Officer
Clive Mitchell (stood down 30 June 2025)

Executive Director
Shelley Pigott (appointed 1 July 2025)

Registered and Principal Office
Mercy Ships UK
The Lighthouse
12 Meadway Court
Stevenage SG1 2EF

Auditor
Azets
Wespoint, Lynch Wood
Peterborough PE2 6FZ

Banker
Bank of Scotland
The Mound
Edinburgh EH1 1YZ

Solicitor
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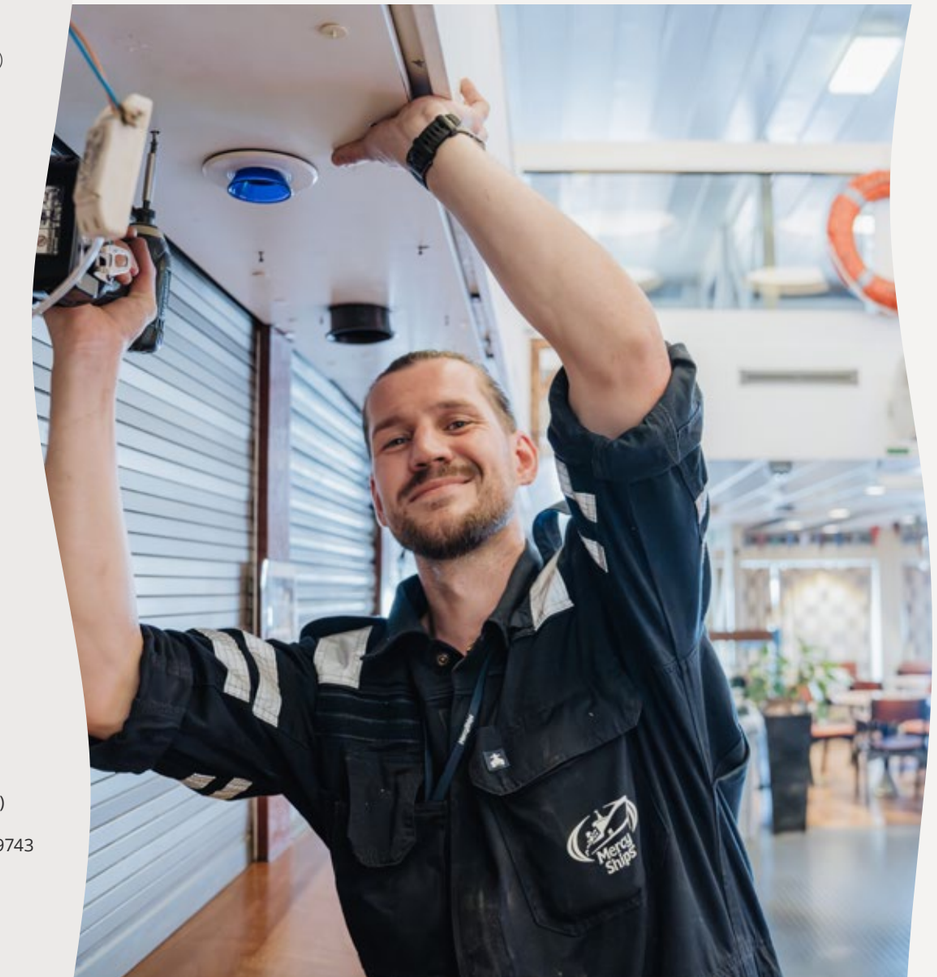
St Botolph Building
138 Houndsditch
London EC3A 7AR

Investment adviser
Rathbone Investment Management Ltd
8 Finsbury Circus
London EC2M 7AZ

Company No: 3147724 (England & Wales)
Registered Charity No: 1053055
Registered Charity in Scotland No: SC039743



Mercy Ships Locations

International Support Centre
PO Box 2020
Garden Valley, TX 75771-2020
USA
mercyships.org

Africa Service Centre
Cité Keur Gorgui, villa no 106
Dakar, Senegal
mercyships.africa

Mercy Ships Global Association
Chemin de la Fauvette 98
CH 1012 Lausanne
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Mercy Ships USA
PO Box 2020
Garden Valley, TX 75771-2020
USA
mercyships.org

IMAGES: *(OPPOSITE PAGE FROM TOP)* First patients boarding the *Global Mercy*; Peter Boogert, volunteer Electrician. *(ABOVE)* Volunteer crew on the *Africa Mercy* celebrate her arrival in Toamasina, Madagascar.

How you can help

Donate
Make a regular monthly donation to Mercy Ships.
Visit mercyships.org.uk/donate

Nominate us
Nominate Mercy Ships as Charity of the Year partner in your workplace, school, church or organisation.

Come along
Attend or hold your own event or form a fundraising group in your local community, church, club or workplace.
Email events@mercyships.org.uk

Remember us
Remember Mercy Ships in your will.
Visit mercyships.org.uk/legacy

Get involved
Run, jog, walk, cycle or swim for Mercy Ships by taking part in one of our Challenge Events.
Visit mercyships.org.uk/fundraising

Volunteer
Volunteer onboard or in the UK.
Visit mercyships.org.uk/volunteer

Follow us
Stay in touch and find out what you can do to help.
Search for Mercy Ships UK

Find out more
www.mercyships.org.uk
01438 727800

The work of Mercy Ships is only made possible through generous supporters and dedicated volunteer crew.

Your unwavering, faithful commitment ensures that we can continue to provide hope beyond borders and healing beyond measure, making safe surgical care accessible for those in the greatest need.

Because of you, a sustainable, lasting impact is being made on individual lives, families, communities and entire nations.

Thank you!

Mather, orthopaedics patient, with Larissa Obrist, volunteer ward nurse from Switzerland, on the veranda during patient recreation time.

Mercy Ships UK
The Lighthouse
12 Meadway Court
Stevenage SG1 2EF

mercyships.org.uk

Company No: 3147724 (England & Wales)
Registered Charity No: 1053055
Registered Charity in Scotland No: SC039743

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MERCY SHIPS - U.K LTD

England & Wales - Charity number 1053055

Accounts

Mercy Ships
2024
Annual Report
Charting a Course
Together

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MISSION

Mercy Ships follows the 2,000-year-old model of Jesus, bringing hope and healing to people facing poverty.

VISION

Mercy Ships uses hospital ships to transform individuals and serve nations.

VALUES

- Love God
- Love and serve others
- Be people of integrity
- Strive for excellence in all we say and do

IMAGES: ***(cover)*** A joyful celebration for 14-year-old Tera, as he leaves the *Africa Mercy* after successful reconstructive surgery on his foot – see Tera's full story on pages 22–23; ***(above)*** Ali Herbert, volunteer operating room nurse maxillofacial team leader from the UK, mentors Adonis Rajaonarivony from the University of Toamasina.

Letter from the Founder

Dear Friends,

As we reflect on another year full of hope and healing, I am filled with gratitude and awe for the incredible journey. Our ships run on the hope of our patients, the kindness and care of our volunteers, and the generosity of friends like you.

Every time one of these vessels of hope and healing dock in a new port, it represents not just a physical arrival but the beginning of a ripple effect – an outpouring of transformation that extends far beyond the individual patients we treat.

Our volunteers hear story after story of the transformational impact you've helped create. Stories from children like Tera whose burn scars kept him in pain and isolated, or those like Marie Elisa whose struggle with a tumour meant a future of uncertainty. The healing these patients experienced doesn't stop with them; it spreads to parents, siblings, children, friends, and neighbours, creating a ripple that fosters hope throughout their villages and communities.

This year we have seen first-hand how our mission echoes the timeless model of Jesus – a model built on compassion, service, and love for one another. Each and every one of the patients featured in this report (and the thousands more helped this year) means a healed life that inspires hope and creates a legacy that may well extend to future generations.

Together, we've brought healing to the hurting, hope to the hopeless, and created new possibilities for thousands. Thank you for being an integral part of our journey and making a difference one surgery at a time.

Following the model of Jesus,

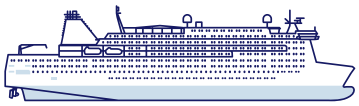
Don Stephens
Founder & President Emeritus

IMPACT

In 1990, Mercy Ships turned its attention to sub-Saharan Africa where at least 90% of the population lacks access to safe, affordable and timely surgery. Since then, Mercy Ships has conducted 45 field services in 14 African countries, most of which are ranked by the United Nations Development Index as the least developed in the world. In addition to surgical care, Mercy Ships creates lasting impact by providing education and training across the surgical ecosystem.

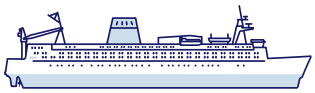
SINCE 1978:

122,000+	Life-changing surgical procedures
556,900+	Dental procedures
55,500+	Professionals trained in their area of expertise
2.88 million+	Direct beneficiaries



The *Global Mercy*

- **6** operating theatres
- **199** patient beds
- **640** crew capacity
- **37,856** gross tonnage



The *Africa Mercy*

- **5** operating theatres
- **85** patient beds
- **470** crew capacity
- **16,572** gross tonnage

Letter from the Chair of Mercy Ships UK

It is a joy to look back on this year and see how Mercy Ships has helped patients to transform their lives.

Patients like 10-year-old Fudia, who can walk, run and play on newly-straightened legs. Patients like farmer Marie Elisa, who can return to the job she depends on, now that she is free of a facial tumour. And patients like seven-year-old Mamadou, who can finally open his cataract-free eyes and see his mother's smile.

These are just a few of the incredible stories that shine a light on Mercy Ships' life-changing surgical care. It is a privilege to be part of an organisation that puts Jesus' command to love one another into action every day, as we share hope and healing with our inspiring patients.

2024 was a landmark year as, for the first time in our history, our two-ship fleet served both the east and west coasts of Africa simultaneously, helping so many more people transform their lives. With the *Global Mercy* serving in Sierra Leone and the *Africa Mercy* in Madagascar, we welcomed patients who have longed for healing from difficult health conditions for years, and finally found it on board.

Our healthcare education programmes are going from strength to strength, equipping clinicians with the knowledge and tools they need. From specialised rotations in reconstructive surgery to nurse anaesthesia training, our education programmes help medical professionals to improve their countries' healthcare. This training creates a lasting impact, helping future generations for years to come.

This year has been a time of change, and in July we said farewell to Joanne Balaam as she moved on from her role as Mercy Ships UK's Chief Executive Officer. We are grateful to Joanne for her leadership, bringing together a strong and passionate team, and driving forward Mercy Ships UK's fundraising, volunteer recruitment and public awareness. We are glad that Jo is continuing to serve with Mercy Ships International, and we wish her the best in her new role.

I am deeply grateful to contribute to our mission alongside the Board of Trustees. With the expertise of our staff, the dedication of our volunteers, and the steadfast support of our donors, we have hope and confidence that many lives will be changed through Mercy Ships' vital work in 2025.

I'm sure you will be encouraged and inspired by the following pages, as you read about hope and healing in action.

Dr Michael Spence
Chair, Mercy Ships UK

IMAGE: Orthopaedic patient Fudia, recovering after surgery on board the *Global Mercy*.

Letter from the Interim CEO of Mercy Ships UK

It is an honour to fulfil the role of Interim Chief Executive Officer for Mercy Ships UK. During my time as Finance Director, I have seen first-hand the impact of our generous supporters, as gifts are sent directly to fund safe surgeries and training for medical professionals across Africa.

This past year has been a time of wonderful growth. With two floating hospitals in operation, we have brought life-changing surgery to many more people. Across sub-Saharan Africa, we've performed 4,684 surgical and 13,312 dental procedures, as well as training 923 healthcare professionals from eight African nations, bringing lasting change to communities.

I am very grateful to our generous donors, who make all of this life-changing work possible. I am also continually inspired by our volunteers, like Dr Tim Lavy from Glasgow who oversaw cataract removal surgery so that seven-year-old Mamadou can now see clearly. Or like Ruth Cooper from Exeter, who volunteers as headteacher of the Academy on board the *Africa Mercy*.

We are thrilled to see how people are making a difference, and we have more than doubled the number of UK volunteers serving on board in 2024. We look forward to more growth in 2025 and will work closely with Mercy Ships South Africa to better process and welcome volunteer applicants.

In the UK, we've been active in sharing the good news of Mercy Ships and gaining new supporters, whether through an appeal on BBC Radio 4, fundraising events or summer festivals. One of the highlights of my year was joining the Big Church Festival during the summer – the camaraderie and passion of our supporters and volunteers was a joy to experience.

IMAGES: ***(left to right)*** Joelle Horace, training participant surgeon from Madagascar, is mentored by volunteer surgeons Dr David Chong, from Australia, and Dr Sofia Tykhomyrova, from Ukraine; ophthalmic patient Mamadou with his mother before his cataract removal surgery.

Mercy Ships UK has been through a season of change, and it is with love and respect that we said farewell to Joanne Balaam, our former CEO, in July.

It was a difficult decision for Jo, as she cares deeply for the work in the UK, and is passionate about helping to transform lives. I am confident she is continuing to make a difference in her new role with Mercy Ships International.

In a world full of troubling news, many of us strive to live lives that are both useful and meaningful. For me, having a life worth living comes from those small, everyday actions that collectively make a real difference.

Actions like the courageous first step of a patient on our gangway, trusting us to bring them healing. Actions like the surgical care, cooking or teaching of selfless volunteers on board. Actions like the £10 donation of a faithful supporter, who knows their gift will help change lives. Together, we share hope and healing through our actions every day.

As you read the stories in the pages ahead, I hope you'll find them life-affirming, as you, too, are a crucial part of this meaningful work.

Clive Mitchell
Chief Executive Officer (Interim), Mercy Ships UK

Our approach to impact

In many parts of the world, especially low-resource countries, the burden of untreated surgical conditions is felt more deeply than anywhere else. In parts of sub-Saharan Africa, the situation is dire: at least 90% of the population has no access to surgical care, and those who do are twice as likely to die from complications than in more developed regions.

Mercy Ships recognises these critical gaps and partners with African nations to help bridge disparities. Our multi-faceted approach begins with collaborative assessments to understand local needs and continues through direct medical services, education and training, and impact evaluation. This strategy aims to heal patients and strengthen local healthcare systems.

The focus extends beyond individual surgeries to education and training for healthcare professionals. By empowering providers with the skills and knowledge they need, this ensures that healing lasts years after a Mercy Ship departs, creating long-term sustainable change.

At the heart of these efforts is a belief in the power of transformation. When lives are transformed, so are communities and nations. Mercy Ships is actively building a future where healthcare is accessible and sustainable for generations to come.

DIRECT MEDICAL SERVICES

Direct Medical Services are designed to meet patients where they are, deploying hospital ships to African nations to provide free surgeries and dental services. The specialty procedures offered are typically unavailable in the countries we serve, or there is a backlog of cases due to a limited surgical workforce or unaffordability for patients.

Mercy Ships takes a whole-person approach to surgery, developing thorough pre- and post-operative care based on the patient's condition and specific needs. The design of the surgical schedule and selection of patients aims to ensure care is curative, independent of the local healthcare system.

IMAGE: Naserry, reconstructive plastic patient, with her schoolmates after the free surgery to release extensive burn contractures on her arm.

EDUCATION, TRAINING, AND ADVOCACY

Mercy Ships fosters long-term partnerships with nations by developing programmes where there's a need for increased specialised training, such as:

- Offering surgical training and fellowship rotations in reconstructive plastic surgery, maxillofacial/head and neck surgery, anaesthesia and perioperative nursing.
- Using the ship's hospital as a clinical rotation in the partner country's established training programmes for surgery, anaesthesia and nursing.
- Developing long-term partnerships and investments, such as Université Gamal Abdel Nasser de Conakry in Guinea and Connaught Hospital in Sierra Leone.

Mercy Ships strives for a world where all people have access to quality, affordable medical or surgical treatment and whole-person care so they can reach their God-given potential.

Whether it's being able to return to school, having the ability to provide for their families or simply being accepted by others, the impact extends far beyond surgery into families and entire communities.

IMAGE: Dr Fabruce Ramaherimamonjy, former Mercy Ships trainee, at the hospital he founded in Toamasina.

Beyond the horizon

In 2024, Mercy Ships returned to Madagascar and reconnected with former patient Muriella, now a thriving businesswoman, wife and mother. But her story didn't begin that way. Growing up, she faced years of isolation due to a facial tumour. In 2015, Muriella underwent surgery on the *Africa Mercy* and the results were life changing. She met her husband and they started a grocery shop business, and she is also studying business management.

The increased accessibility of safe surgery not only provides hope for individual futures like Muriella's, but it transforms families and entire communities as well. Communities like that of Dr Fabruce Ramaherimamonjy (pictured left), a passionate Malagasy medical professional. After an eye-opening experience with Mercy Ships in 2016, Dr Fabruce returned home with a renewed sense of purpose. Inspired by his time on board and discussions with Emeritus Chief Medical Officer Dr Gary Parker, he chose to remain in his home country to serve his fellow citizens, and to advocate for medical training and improving the nation's healthcare standards. In 2018, he founded the Bethany Hospital Centre in Toamasina. What started as a warehouse is now a thriving hospital with 35 beds and a team of 70 staff. Through his work, Dr Fabruce is dedicated to shaping the future of healthcare in Madagascar.

IMAGE: Now 26 years old, Muriella holds a photo of herself as a teenager, before her free surgery with Mercy Ships.

Charting a course together

2024 in review

2024 was a year of significant milestones for Mercy Ships. For the first time, we operated as a two-ship fleet in Africa simultaneously, bringing hope and healing to both the east and west coasts.

The year began with the *Global Mercy* docked in Freetown, Sierra Leone, continuing to provide free and safe surgeries that began in August 2023. Today, we're reflecting on a season of service that changed so many lives. Lives like Fudia's, a 10-year-old girl with severely bowed legs who could barely walk. After six years waiting for Mercy Ships, her legs were finally straightened, giving her new joy for life.

Our Education, Training, and Advocacy (ETA) programmes equipped healthcare professionals with the tools they need to improve their local healthcare systems. In Sierra Leone, this effort launched the Nurse Anaesthesia Diploma programme and a partnership with Connaught Hospital, bringing essential education to students through their Safer Surgery programme.

In East Africa, the newly-refitted *Africa Mercy* set sail for her fourth field service in Madagascar to bring life-changing surgeries and renewed hope. Local healthcare professionals were also trained in several areas to help improve availability and access to safe surgical care in Madagascar.

Mercy Ships' presence was also felt on the ground. In Guinea, a new clinical training centre opened at Université Gamal Abdel Nasser de Conakry (UGANC). This will more than double the school's previous capacity to train dental students. Mercy Ships is also sponsoring dental graduates to obtain specialised degrees at a partner university in Morocco.

In addition to surgical care, our ETA programmes invest in a new generation of healthcare professionals to have positive, far-reaching effects across Africa for generations to come.

Thank you for being part of a monumental year. We couldn't do it without you.

Scan to watch the 2024 Thank You video

IMAGE: Hailemariam Kasim, Mercy Ships Instructor, with Nurse Anaesthesia Diploma participants at Connaught Hospital in Sierra Leone.

Mercy Ships

2024 by the numbers

Direct Medical Services

4,746
TOTAL SURGICAL PROCEDURES

2,904
TOTAL UNIQUE SURGICAL PATIENTS

13,312
TOTAL DENTAL PROCEDURES

2,829
TOTAL UNIQUE DENTAL PATIENTS

Total Surgical Procedures by Surgical Specialty

1,897 OPHTHALMIC

917 GENERAL

913 MAXILLOFACIAL/ HEAD AND NECK

391 PAEDIATRIC

351 ORTHOPAEDIC

277 PLASTIC RECONSTRUCTIVE

NOTE: A patient often has multiple procedures as part of a single surgery or dental visit and may also have multiple surgeries or dental visits.

Education, Training, and Advocacy

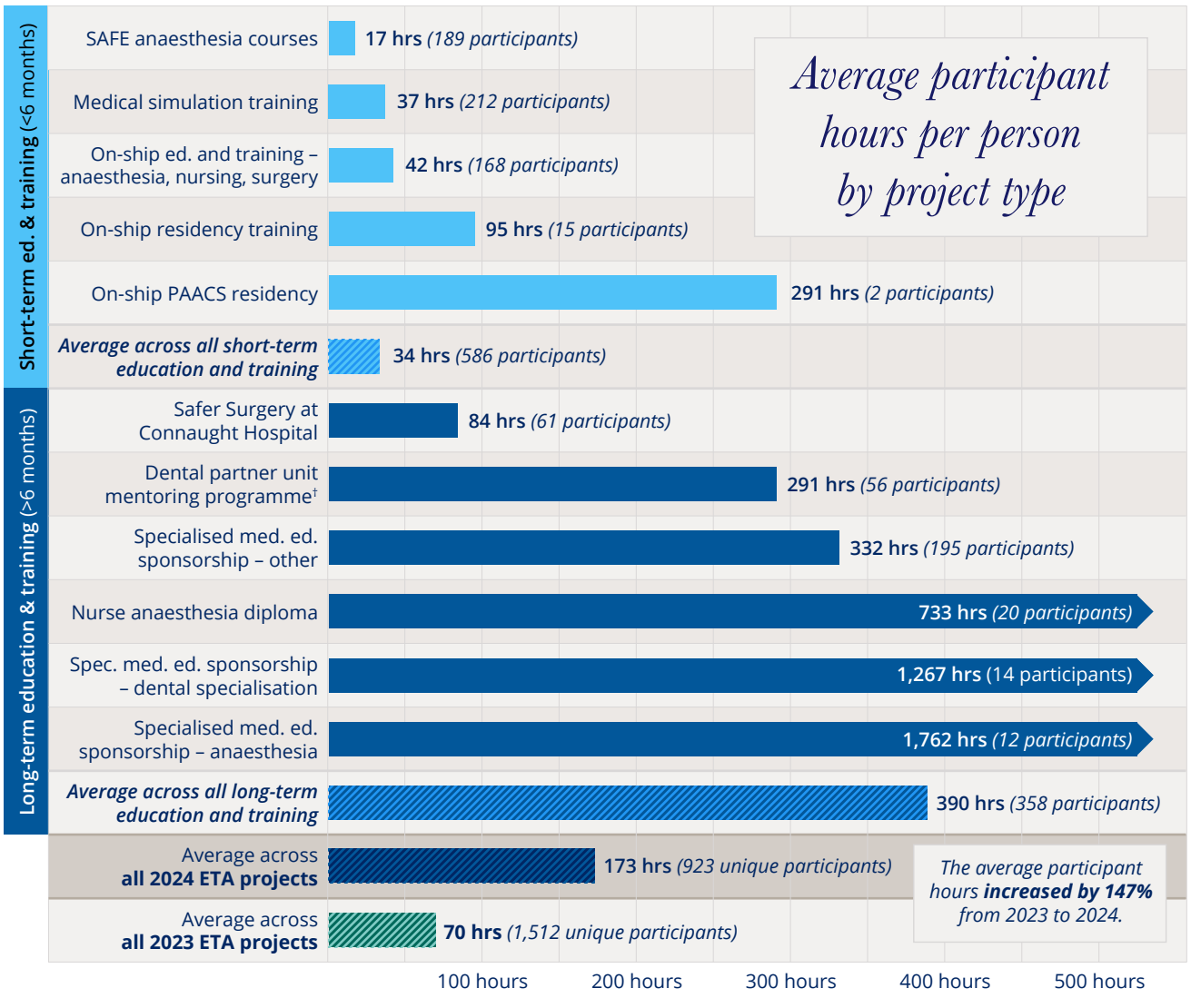
923 TOTAL HEALTHCARE PROFESSIONALS TRAINED FROM *8* AFRICAN NATIONS

456 GUINEA	*215* SIERRA LEONE	*189* SOUTH AFRICA	*49* MADAGASCAR
6 BENIN	*6* GUINEA-BISSAU	*1* CAMEROON*	*1* LIBERIA*

159,727

TOTAL HOURS OF HEALTHCARE EDUCATION AND TRAINING

Average participant hours per person by project type



*The average participant hours **increased by 147%** from 2023 to 2024.*

*The participants from Cameroon and Liberia were trained as part of the Sierra Leone field services.
†The UGANC clinic was closed from Jan to Sep for renovations, resulting in lower than typical participant hours.
NOTE: A participant may be involved in more than one education and training project.

Sierra Leone

Freetown, Sierra Leone
8° 29' 27" N
13° 12' 46" W

2,707
TOTAL SURGICAL PROCEDURES

1,488
UNIQUE SURGICAL PATIENTS

4,628
TOTAL DENTAL PROCEDURES

1,062
UNIQUE DENTAL PATIENTS

38,617
TOTAL ETA PARTICIPANT HOURS

217
UNIQUE ETA PARTICIPANTS*

*Includes participants from Sierra Leone (215), Cameroon (1), and Liberia (1).

In 2024, the *Global Mercy* continued her 10-month field service in Sierra Leone, which began in August 2023. This was the sixth Mercy Ships visit to the country over the course of 30 years, a testament to the long-standing partnership between Sierra Leone and Mercy Ships.

The need in Sierra Leone continues to be great but despite the challenges, the country remains undeterred in its commitment to helping improve the healthcare system.

To assist in this effort, Mercy Ships provided Education, Training, and Advocacy programmes along with the Ministry of Health, the University of Sierra Leone and Connaught Hospital. Emerging medical professionals received mentorship on board, the Nurse Anaesthesia Diploma programme started and our partnership with Connaught Hospital brought critical education to students through the Safer Surgery programme.

During this extended field service, it was inspiring to see hope and healing brought to so many people undergoing their long-awaited surgeries in areas such as maxillofacial, reconstructive plastic, paediatric, general, orthopaedic and ophthalmic.

Following an extended season of incredible impact, Sierra Leone's President, His Excellency Julius Maada Bio, invited the *Global Mercy* to extend her stay for a third consecutive field service, to continue sharing life-changing surgical care and education into 2025.

We pray that our work will not only bring healing, but also provide long-lasting, positive change for future generations that will reverberate through the entire country.

IMAGES: ***(above)*** Fiona Morgan (left), a physical therapist from South Africa, mentors Mohamed Dauda Faroh (right) in Rehab; ***(opposite page)*** Mamadou can return to school after a free cataract removal surgery restored his sight.

"I'm extremely happy that Mercy Ships honoured the President's call to stay longer to provide life-changing surgeries and train our healthcare professionals. I am excited about this possibility and very proud of the partnership with Mercy Ships."

– Dr Austin Demby, Minister of Health, Sierra Leone

Six years to a new life

By the age of 10, Fudia had grown used to the challenges of being born with severely bowed legs, enduring ridicule from peers and curious stares from others. Despite seeking out traditional treatments, Fudia's condition didn't improve. She became an orphan when she was only seven years old, leaving her to face physical, emotional and social struggles.

Fudia's uncle, Joseph, stepped in as her guardian and moved to Freetown in hopes of finding a solution. Despite attempts at local treatments, they were advised to wait for Mercy Ships. Joseph remained hopeful, recalling how he had previously seen a family member receive surgery on the hospital ship.

Six years later, the *Global Mercy* returned to Sierra Leone and Joseph eagerly brought Fudia on board for treatment. "I want her to be okay," he said, expressing his excitement when Fudia was selected for surgery.

Dr Belen Carsi, a volunteer paediatric orthopaedic surgeon, diagnosed Fudia with Blount's disease, a condition that causes severe leg deformities. Fudia's surgery, which lasted over four hours, successfully straightened her legs.

> "She plays with her friends always. She is better than before."

Following her surgery, Fudia's transformation was remarkable. Fudia gained 14 centimetres in height and her confidence blossomed. She no longer felt ashamed. "She plays with her friends always. She is better than before," said her aunt.

With new-found hope and a zest for life, Fudia now walks freely and looks forward to returning to school. "I want to be a doctor, so I can help other people," she shared, excited for her future.

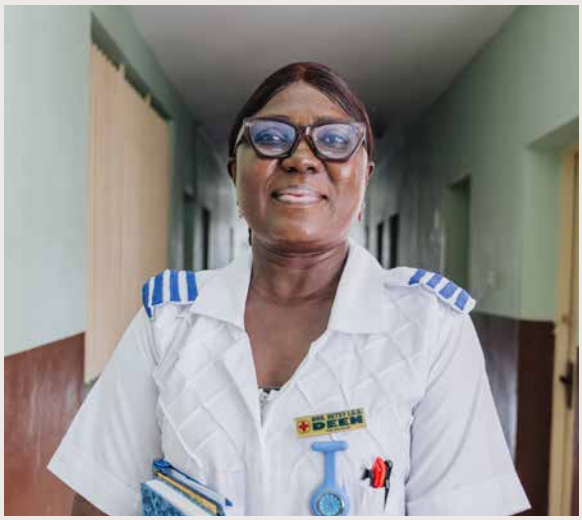
IMAGES: ***(clockwise from above)*** Fudia at home after surgery; Fudia before surgery; Fudia works to regain mobility after surgery with Declan Osborne, a volunteer physical therapist from Australia.

Health and hope restored

Bobor, a farmer from Port Loko, Sierra Leone, spent years searching for treatment to remove a large goitre on his neck. The growth, which had been developing for a decade, caused him physical pain and social isolation. As a result of his condition, his wife left him and he struggled to care for his three children, let alone afford any medical treatment.

Eventually, he made the journey to Freetown, leaving his children with their grandmother. After consulting with Dr Mark Shrime on the *Global Mercy*, Bobor was cleared for surgery. The five-hour procedure was successful, removing the goitre and providing life-changing results.

After the surgery, Bobor expressed his happiness. "I do feel like a new man," he said, "I'm very happy. I'm really very happy now." He looked forward to returning home because he was now free from the pain and the social stigma that had long affected him. The operation not only restored his health but also gave him hope for a brighter future with his children.



Elevating surgical care in Freetown

Matron Betsy Deen is the surgical matron at Connaught Hospital in Freetown, Sierra Leone, where she oversees surgical services.

During Mercy Ships' 2023-24 field service in Sierra Leone, Matron Deen participated in ETA programmes, aimed at strengthening local healthcare networks. As one of 145 medical professionals trained on board the *Global Mercy*, she helped bridge the gap between Mercy Ships and Freetown's largest government hospital.

Her surgical nursing training and collaboration with Mercy Ships have allowed her to refine her leadership skills and broaden her knowledge in areas like patient safety, team building, and surgical administration. Matron Deen spent several days shadowing the *Global Mercy* team, gaining insights into hospital operations, surgical processes, and patient flow.

Her newly-acquired skills have had a direct impact on her team in Freetown. She has shared lessons on surgical scheduling, managing cancellations and improving patient care. Her efforts also include encouraging her team to participate in simulation training on the ship, giving local nurses valuable hands-on experience.

Matron Deen believes the partnership between Mercy Ships and Sierra Leone's Ministry of Health is crucial for improving access to quality surgical care and training healthcare professionals.

"We can focus on acquiring skills to implement at our facility level to strengthen our capacity. Training like this indirectly saves thousands of lives. And that is what Mercy Ships is doing and I just think it's great," said Matron Deen.

Filling the gap: Nurse Anaesthesia Programme to improve surgical care in Sierra Leone

In partnership with the Sierra Leone Ministry of Health and Sanitation and the University of Sierra Leone, Mercy Ships launched the Nurse Anaesthesia Diploma Programme. This initiative aims to address the critical shortage of trained anaesthesia providers and improve surgical care in Sierra Leone, which has only 0.1 anaesthetists per 100,000 people.

Sierra Leone's healthcare system faces significant challenges, with 90% of surgeries performed without trained anaesthetists, resulting in high risks and mortality rates. The programme, which began in April 2024, offers specialised training for experienced nurses, equipping them with theoretical knowledge and practical skills in anaesthesia.

Dr Sandra Lako, Mercy Ships Country Director, noted that Sierra Leone has a significant need for anaesthesia providers. "The estimated need is at least 200 anaesthesia providers," said Dr Lako. "By training an initial cohort of 20 nurses and planning for additional ones, we aim to make a substantial impact on the surgical workforce."

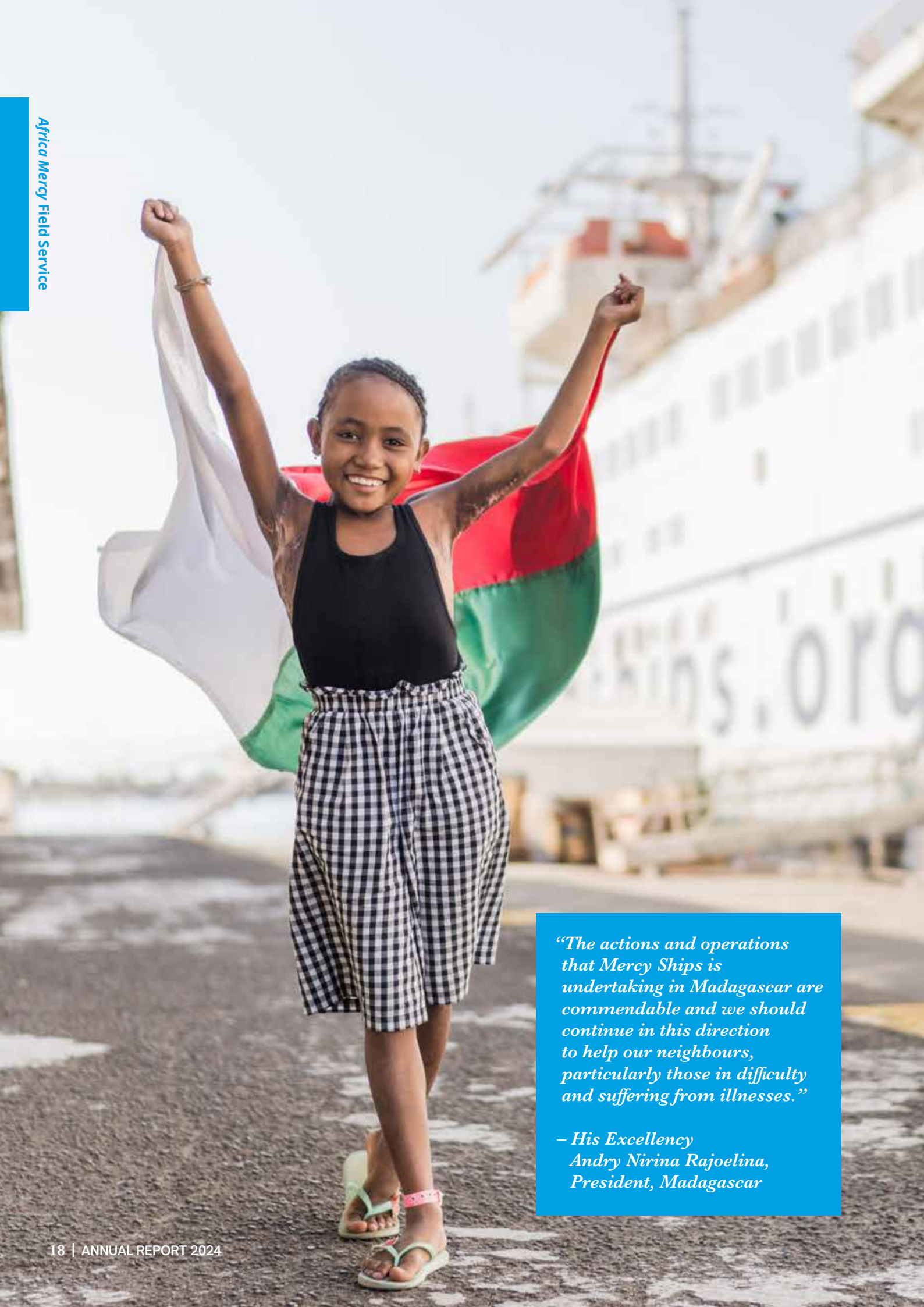
Health workers from across Sierra Leone are trained both on the *Global Mercy* simulation centre and through in-person lectures at the School of Nursing in Freetown. The goal is to produce qualified nurse anaesthetists who can support the country's surgical capacity long after Mercy Ships departs.

"Our partnership with the Ministry of Health and the University of Sierra Leone is crucial for developing long-term solutions to the healthcare challenges here," said Suzanne Thomas, Director of Education at Mercy Ships. "The Nurse Anaesthesia Diploma Programme was specifically requested by our partners at the Ministry of Health, recognising the urgent need for more trained anaesthesia providers in government hospitals."

The programme also helps empower participants like Mohammed Bangura, "This programme will have a huge impact on my career because I'll no longer be an ordinary medical practitioner at the end of this training, but someone with a specific specialty. This is going to have a huge impact on our country's health sector."

This initiative is part of the broader Mercy Ships mission to build healthcare capacity in the countries we serve, leaving a lasting, positive impact.

IMAGES: ***(clockwise from above)*** Mohammed Bangura; Nurse Anaesthesia Diploma participants practise skills in the simulation lab on the *Global Mercy;* Nurse Anaesthesia Diploma participants checking patients in the wards of Connaught Hospital.



"The actions and operations that Mercy Ships is undertaking in Madagascar are commendable and we should continue in this direction to help our neighbours, particularly those in difficulty and suffering from illnesses."

– His Excellency Andry Nirina Rajoelina, President, Madagascar

Madagascar

The newly-refitted *Africa Mercy* sailed to Madagascar for her first field service following extensive renovations. This was the fourth Mercy Ships visit to the country since 1996.

During her 10-month field service, hundreds of surgeries were performed over the course of six months, in areas such as maxillofacial/head and neck, ophthalmic, reconstructive plastic, paediatric orthopaedic and general surgery.

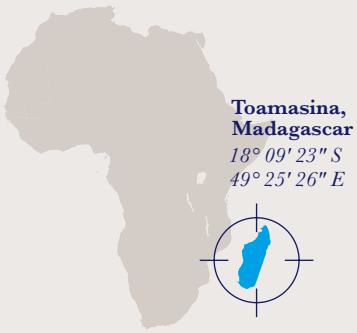
An early arrival and later start of surgeries this year allowed time to train all new crew and fully prepare the newly-refitted hospital ship to open at the end of May 2024. It also allowed the crew on board the *Africa Mercy* to launch the dental programme in March 2024, and focus on patient registration and selection prior to surgeries.

Local healthcare professionals also received instruction in areas including anaesthesia monitoring, comprehensive cleft care, nursing student training and surgical and anaesthesia resident training. These programmes will help increase the availability and access to safe surgical care in Madagascar.

Mercy Ships' work wouldn't be possible without the support of the President of Madagascar, the Ministry of Health, the Ministry of Foreign Affairs, and the Ministry of Finance. We look forward to deepening these partnerships in 2025 during a second consecutive field service.

We are thankful for the opportunity to build upon the current momentum, and to continue bringing hope and healing to the Malagasy people.

IMAGE: ***(opposite page)*** Annica celebrates her new mobility after surgery to release burn contractures on her arms; ***(above)*** A University of Toamasina nursing student learns sterile processing techniques during an ETA programme onboard the *Africa Mercy.*



1,096
TOTAL SURGICAL PROCEDURES

645
UNIQUE SURGICAL PATIENTS

4,472
TOTAL DENTAL PROCEDURES

989
UNIQUE DENTAL PATIENTS

7,821
TOTAL ETA PARTICIPANT HOURS

49
UNIQUE ETA PARTICIPANTS

A mother's joy

After a decade of waiting to conceive, Anjara, whose name means "destiny", was a gift from God. "She's a very funny and wise baby. She will get to know you first before she smiles or plays with you," her mother Lalaina said, fondly.

But Anjara's bilateral cleft lip had made her mother long for the help of Mercy Ships, which had visited Madagascar before. Lalaina was overjoyed when the ship returned in February 2024.

The *Africa Mercy* arrived in Toamasina, Madagascar for its fourth field service, and on 28th May, Anjara became the first patient. With her mother's prayers and the support of the ship's crew, she underwent surgery, marking the beginning of a new chapter.

"I thank God for sending Mercy Ships to be used as an instrument to do her surgery so that she will be like other kids," said Anjara's father. "So, I hope that Mercy Ships' work will continue not only for Anjara but also for other kids who are still out there."

Lalaina, who had long carried the weight of her daughter's condition, was filled with gratitude for the transformative work of the volunteer crew. Anjara's surgery not only offered hope for her, but for many children in Madagascar in need of life-changing care.

Unwavering faith in healing

At 40 years old, Marie Elisa developed a toothache that swelled and grew to the point where she could no longer do daily activities, including the farming she depended on. Her youngest daughter even had to drop out of school because Marie Elisa could no longer pay the fees.

Marie Elisa turned to traditional healers hoping for any relief from the growth on her face, but to no avail. The tumour continued to grow and a local doctor said that surgery was her only option, but the cost was far too great.

Then, a miracle occurred. During the patient selection process, Mercy Ships team members saw Marie Elisa standing on the side of the road and felt compelled to stop. Her prayers were answered as she embarked on a three-day journey to Toamasina for free surgery on board the *Africa Mercy*. "I believe in God, and I believe He answered my prayers, so they found me that day, and here I am," she said.

> "... love one another, there is nothing more precious than love and prayer."

After her successful surgery, she returned to her village with a grateful heart. And just a few months later, she returned to the ship as a caregiver for her husband, who had surgery to remove a small cyst from his left eye.

Claude has advice for others in a similar situation: "My message to other couples would be to love one another; there is nothing more precious than love and prayer."

IMAGES: Marie Elisa holds a photo of herself before surgery; Marie Elisa and Claude pray together at their church; Marie Elisa and Claude work together on their farm.

From isolation to jubilation

Fourteen-year-old Tera lives in a fishing village near Manakara, Madagascar, where homes are built from traveller's trees, a local plant. At the age of one, the trajectory of Tera's life changed drastically after an accident with hot water left him with severe burns, causing his foot and ankle to fuse together.

His family couldn't afford medical treatment and turned to traditional healers, but the burns left him with a painful contracture, severely limiting his movement. For 13 years, Tera walked barefoot, facing rejection and unable to fully participate in the activities he loved, like playing football with his friends.

When his family heard about Mercy Ships providing free surgery to people facing need, Tera's mother took him on a multi-day journey to the *Africa Mercy*. There, Dr Tertius Venter performed reconstructive surgery, freeing Tera's foot and giving him the ability to walk and play like other children. Tera's transformation was not just physical – he formed strong friendships with volunteers like nurse Natasha Short and another reconstructive plastics patient, Martino.

> "We all play together now. The things that my friends can do, I'm also able to do them."

With support from his family and therapists, Tera focused on recovery, motivated by his dream of playing football and wearing shoes for the first time. After surgery, he joined his friends on the field, no longer sidelined. Tera's joy was evident as he played goalie in a spirited match, cheered on by his community.

"We all play together now. The things that my friends can do, I'm also able to do them," said Tera. Today, Tera's future is full of promise. He can play football, wear shoes, and even learn to fish with his father. For Tera, a life once defined by limitations is now full of new possibilities.

IMAGES: ***(clockwise from above)*** Tera watches other boys playing soccer on the beach; Tera during rehab with Theo Jacot, volunteer physical therapist from Switzerland; Tera plays goalie while his village watches.

Inspiring the future

For 23-year-old Diane, nursing is more than a profession – it's a calling to serve others with compassion. Diane, a third-year nursing student at the University of Toamasina, first encountered Mercy Ships when her little cousin received life-changing surgery for a club foot on the *Africa Mercy* in 2015. This profound experience sparked her interest in healthcare, and when it was time to decide what to do after high school, she enrolled in nursing school.

When the ship returned to Madagascar in 2024, Diane was one of nine nursing students from the university selected for mentoring and training on board the *Africa Mercy*. This was part of Mercy Ships' Education, Training, and Advocacy programme, where students get the opportunity to observe, learn and practise clinical nursing skills in a peri-operative setting and non-technical skills, such as communication, bedside manner and teamwork. During a three-week clinical rotation on board, Diane shadowed and worked with volunteer health professionals from across the world and was exposed to diverse medical scenarios, patient populations and surgical procedures.

"I've gained so much experience here," Diane shared. "The way the crew treats patients is unlike anything I've seen before... they care with love and without discrimination."

For her, the time on board highlighted the importance of human connection in healthcare. "I've learned to value every patient as a person, to recognise their worth," she said. "This training has given me hope and motivation to bring this approach into my future practice."

IMAGE: Diane, nursing student and ETA participant, with a patient on board the *Africa Mercy.*

Summer appeal success

The Mercy Ships UK summer appeal saw great success, thanks to a supporter who matched every pound donated. This generous offer meant that each of our donor's gifts was doubled, at no extra cost to them.

Focusing on the story of Mamadou in Sierra Leone, the appeal raised £322,027. With the match funding, this doubled this to an incredible £644,054, increasing our ability to share hope and healing with more children and families.

Seven-year-old Mamadou was born with a condition that slowly stole his sight. As he grew, his world became darker and darker, until he could barely see at all.

Like any seven-year-old, Mamadou loves to play with his toys and explore the world around him. But because of the cataracts in his eyes, he found the sun's glare painful, limiting his chances to play outside.

His mum, Salematu, brought him to their local hospital, but when the doctor said Mamadou was too young for surgery, she felt helpless.

When the *Global Mercy* hospital ship sailed into Freetown, they heard the news they had dreamed of – Mamadou could have free surgery. The hospital ship is fully-equipped, with state-of-the-art operating theatres, sanitary ward rooms, and expert surgical teams.

When Mamadou boarded the ship, his eyes were examined – there was no time to waste. Dr Paulius Rudalevicius, the specialist eye doctor who operated on Mamadou, explained, "If the cataracts are not removed soon enough, the brain can never learn to see, even if the cataracts are removed."

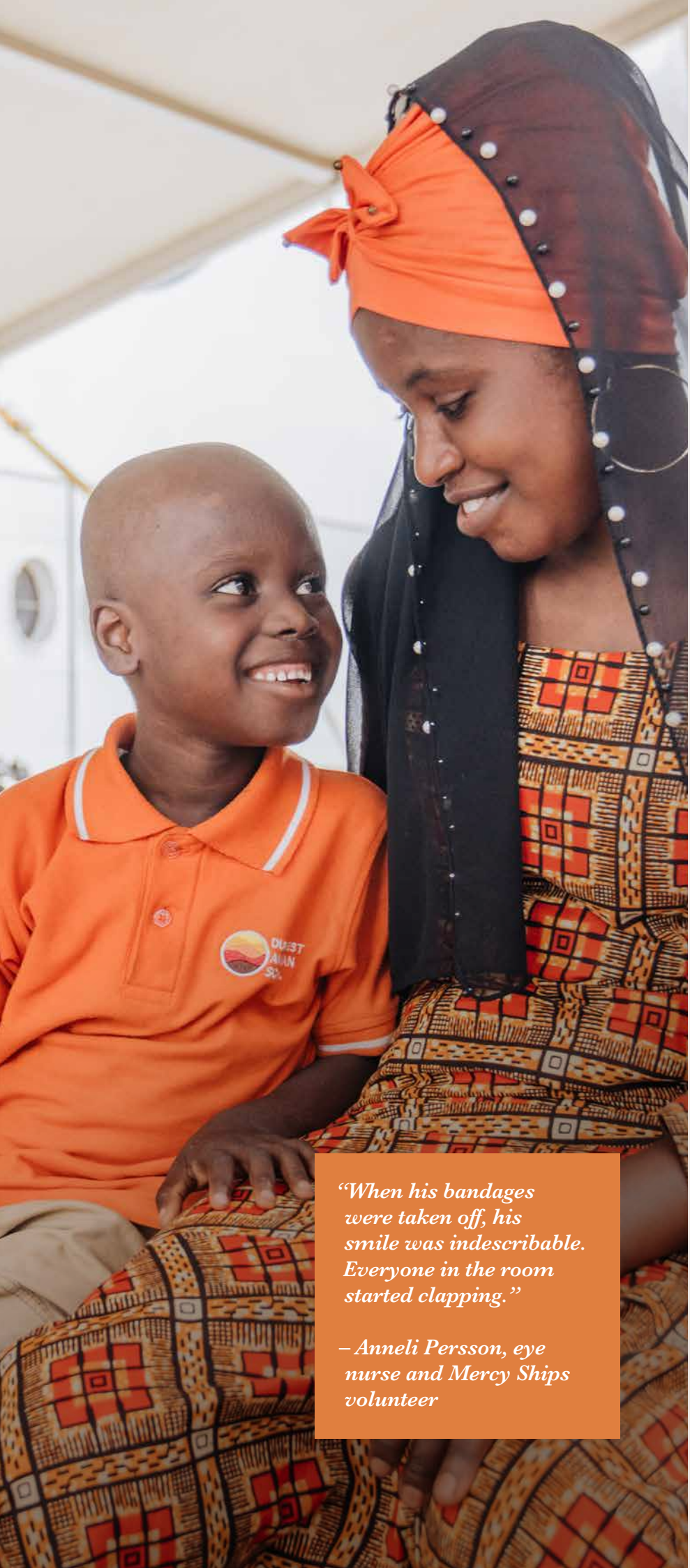
Assisted by a team of medical volunteers, Dr Rudalevicius performed the two-hour cataract procedure. The operation was overseen by Dr Tim Lavy, who worked for 25 years at the Royal Hospital for Children in Glasgow.

"In the UK, babies are about six weeks old when they receive a cataract operation," explains Dr Lavy. "But in sub-Saharan Africa, children like Mamadou can be left for years without medical intervention."

The next day, Mamadou opened his eyes in wonder – he could finally see clearly. It was a moment of pure joy for everyone who witnessed it, but most of all, for his mum. "My son can see me!" she beamed. A few hours later, Mamadou was colouring-in with the other children on the ward.

Now, Mamadou's world is so much brighter. Instead of hiding from the sun, he can run and play with his friends. But being able to see his mum's smile is the best gift of all.

This wonderful healing is possible thanks to our supporters. Every pound donated matters, because it means the gift of life-changing surgery for patients just like Mamadou.



"When his bandages were taken off, his smile was indescribable. Everyone in the room started clapping."

– Anneli Persson, eye nurse and Mercy Ships volunteer

INCOME TOTAL
£644,054

NUMBER OF DONATIONS
5,421

AVERAGE GIFT
£59.40

RECURRING DONATIONS
169

NEW REGULAR DONORS
9x MORE THAN LAST YEAR'S SUMMER APPEAL

Scan to watch Mamadou's story.

IMAGES: *(left to right)* Mamadou at home before surgery; Mamadou sees for the first time post-surgery; Mamadou and his mother, Salematu.

Guinea

Lack of access to affordable, safe dental care is a critical health issue in Guinea, and there are very few dentists or training opportunities.

In 2018, Mercy Ships saw an opportunity to launch a long-term partnership with Université Gamal Abdel Nasser de Conakry (UGANC) dental school. The partnership has since expanded to include additional surgical specialty training, sponsoring international students, broadening the scope of training beyond Guinea, and creating a network that will improve dental care across Africa for years to come.

An exciting development this year was the opening of the new clinical training centre at UGANC. The expansion was made possible through funding and oversight from Mercy Ships, and more than doubles the school's previous capacity for dental students to learn, practice, and treat patients.

As part of this expansion, Mercy Ships has proactively worked in the region to serve more students. In 2024, the Mercy Ships dental programme at UGANC included students from Benin, Madagascar, Guinea-Bissau and Sierra Leone. As of September 2024, there were 26 international students enrolled in various programmes in the university, including 11 dental students from neighbouring Sierra Leone.

The recent expansion increased capacity from six simulation stations to 30 stations, along with 22 dental chairs for patient care, as well as adding labs for practical training and dental prosthodontics.

Mercy Ships is also sponsoring dental graduates to obtain specialised degrees at a partner university in Morocco. When they return home, they'll become educators and pass on their knowledge and skills to the next generation.

4,212
TOTAL DENTAL PROCEDURES

778
UNIQUE DENTAL PATIENTS

103,115
TOTAL ETA PARTICIPANT HOURS

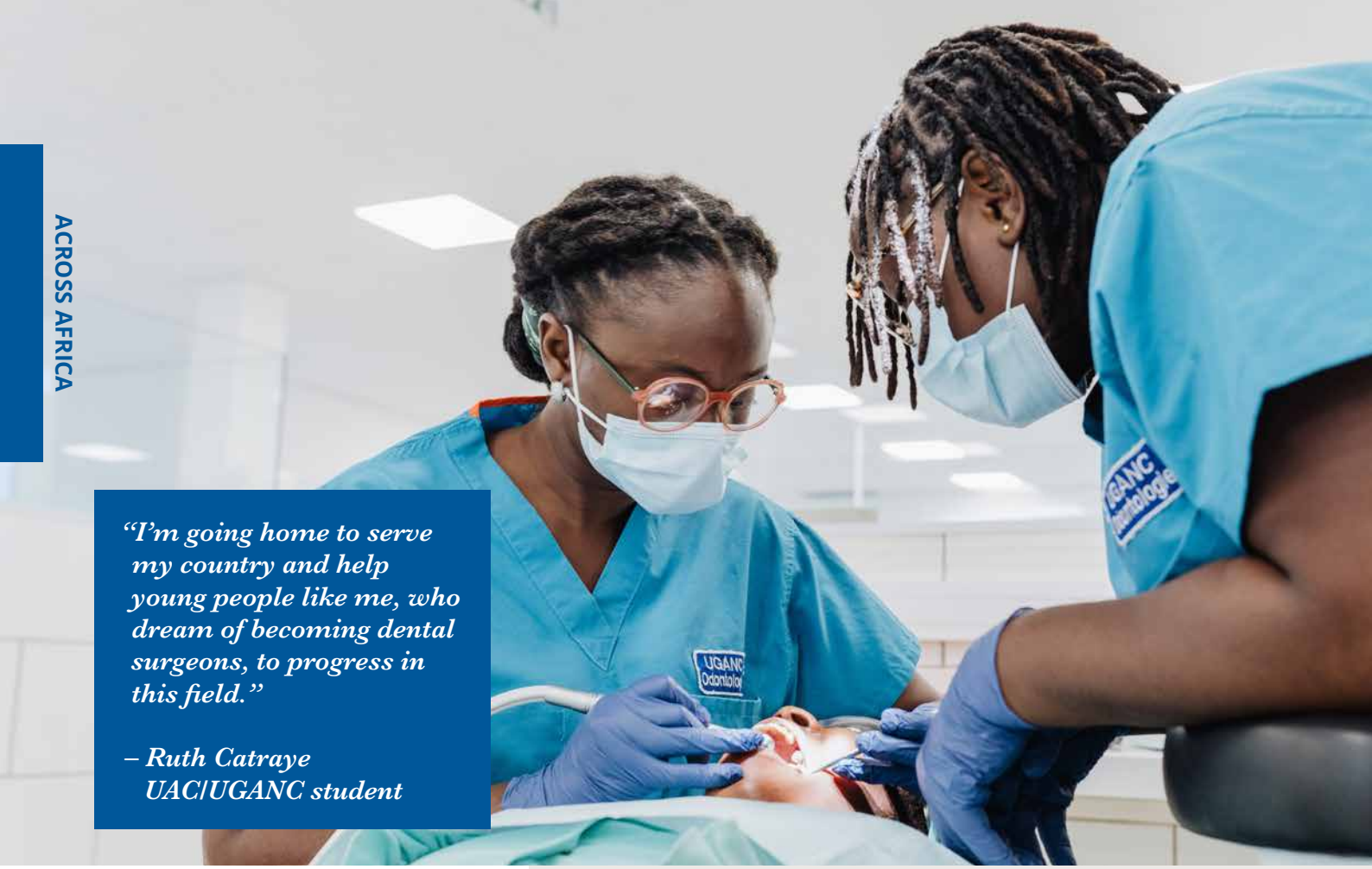
456
UNIQUE ETA PARTICIPANTS

Scan to watch the dental expansion dedication video.

IMAGES:
(right) Students treat a patient under the guidance of staff in the new clinic; ***(opposite page)*** A biomedical student services dental equipment.

"If we have good health professionals, the level of health of the population will certainly be better. It's true that the partnership model that we have with Mercy Ships is unique. This is the first time I have seen this type of partnership for specialists, and I hope this partnership will not stop there."

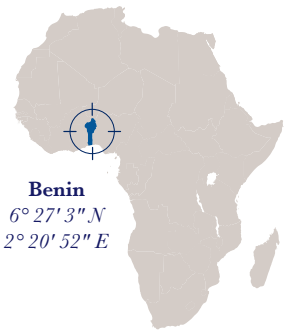
– Ihsane Ben Yahya, President, FDI World Dental Federation



"I'm going home to serve my country and help young people like me, who dream of becoming dental surgeons, to progress in this field."

– Ruth Catraye
UAC/UGANC student

Across Africa



Benin
6° 27′ 3″ N
2° 20′ 52″ E

3,392
TOTAL ETA PARTICIPANT HOURS

6
UNIQUE ETA PARTICIPANTS

IMAGE: Ruth Catraye (left), a UAC student studying at UGANC, and a UGANC Dental School staff member treat a patient.

Benin

Mercy Ships has invested significant efforts with Benin over the years and in 2024, continued to support the nation through funding and education initiatives. In collaboration with UGANC, our Medical Education Sponsorship with the University of Abomey-Calavi's (UAC) Faculty of Health Sciences addressed the medical training and healthcare needs of the people of Benin. Students from Benin were selected to participate in a clinical and simulation internship in Guinea and dental specialisation training in Morocco, following the completion of their internship. We also collaborated with UAC toward re-establishing their dental programme and planning for the long-term development of simulation and clinical training.

Mercy Ships provided student support and further NGO development to Phaz Compassion, an agricultural NGO in Benin founded by former long-term Mercy Ships volunteer Eliphaz Essah. Mercy Ships also provided funding to the Mission Internationale d'Évangélisation et de Réveil Spirituel's MIERS Clinic, allocated towards construction of a perimeter wall, solar system upgrades, and staff salary support.

Guinea-Bissau

In 2024, Mercy Ships and UGANC partnered with the Universidade Jean Piaget da Guiné-Bissau (UNIPIAGET) aimed at advancing dental education and improving care in Guinea-Bissau. Over the next few years, this Medical Education Sponsorship will provide a full dental sponsorship for four cohorts of six medical students from Guinea-Bissau to attend UGANC in the pursuit of their Doctor of Dental Surgery. This programme aims to enhance the nation's healthcare workforce, address disparities, facilitate networking and invest in participants on a holistic level. These efforts mark a significant step forward by providing a critical foundation for dental care in Guinea-Bissau.

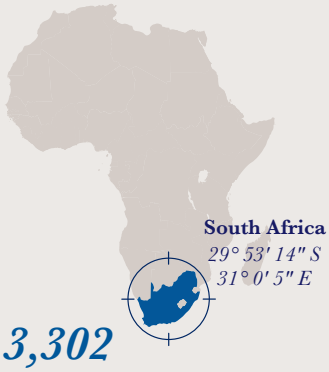
Guinea-Bissau
11° 55′ 11″ N
15° 35′ 4″ W

3,480
TOTAL ETA PARTICIPANT HOURS

6
UNIQUE ETA PARTICIPANTS

South Africa

In 2024, Mercy Ships offered a series of Safer Anaesthesia from Education (SAFE) courses in obstetrics and paediatric anaesthesia. These exist to help improve critical areas through sustainable training for anaesthesia providers alongside partner hospitals around the country. The courses taught participants specific skills and information on improving standards of care and personal medical practice. They also utilised a combination of lectures, simulations, and workshops. Several courses included a Training-of-Trainers component, which is a mentorship initiative that equips course participants to pass on their knowledge and train others in the same material.



South Africa
29° 53′ 14″ S
31° 0′ 5″ E

3,302
TOTAL ETA PARTICIPANT HOURS

189
UNIQUE ETA PARTICIPANTS

Togo

Mercy Ships' relationship with Togo spans many years and in 2024, continued building upon strategic partnerships focusing on ophthalmic surgery and training. This included continued support of Togo-based NGO Sight.org and Lumière Divine, the cataract surgical training institute of Togo's leading ophthalmic surgeon and former Mercy Ships trainee Dr Abram Wodome. This year, Mercy Ships funded many procedures at both of these organisations, particularly less invasive procedures, such as manual small incision cataract surgery.

Togo
6° 11′ 51″ N
1° 11′ 18″ E

943
TOTAL SURGICAL PROCEDURES

771
UNIQUE SURGICAL PATIENTS

"Now, I'm serving my own people. There is no joy greater than that."

– Ishaka Sesay
assistant bosun

Serving with purpose

Volunteers making a difference

A decade of dedication: Ishaka Sesay

Ishaka Sesay, a volunteer assistant bosun on the *Global Mercy*, proudly represents his home country of Sierra Leone. With a constant smile, Ishaka believes in being an ambassador for his country, which is why he always approaches his work with positivity.

Ishaka's journey with Mercy Ships began in 2014 when he was drawn to the organisation by a friend's stories. Although he initially sought to join the *Africa Mercy* in Sierra Leone, the Ebola epidemic shifted Mercy Ships' course. Undeterred, Ishaka worked with Sight.org in Togo, where he sterilised medical equipment for eye surgeries and later earned a diploma in agriculture.

In 2018, Ishaka obtained maritime safety training and joined the *Africa Mercy* in Guinea. His skills in the deck department quickly earned him respect and he has since progressed through five positions in six years. Known for his hardworking nature and openness to learning, Ishaka aims for an officer title while embodying the mantra, "Life is like a camera – develop from the negatives."

In August 2023, Ishaka had a momentous experience when he personally docked the *Global Mercy* in Freetown, marking the launch of the ship's field service in Sierra Leone, a significant milestone for both the ship and Ishaka himself.

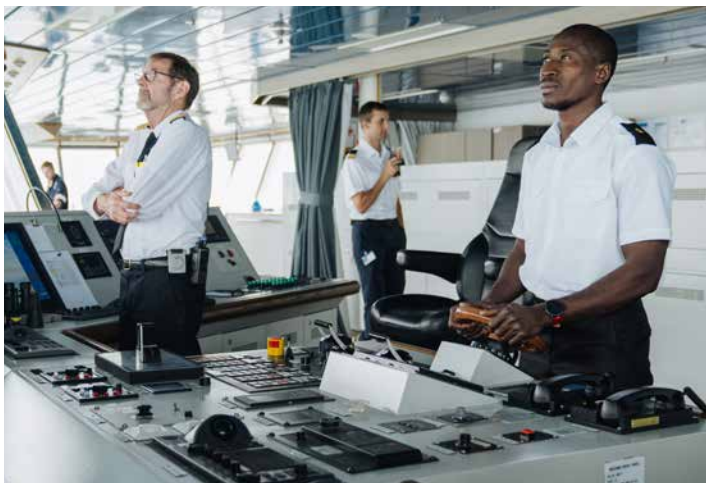
"It was a big experience," Ishaka shared. "Now, I'm serving my own people. There is no joy greater than that."

Ishaka isn't the only Sierra Leonean on board committed to serving his fellow countrypeople. In 2024, the *Global Mercy* had 34 Sierra Leoneans among its crew, with a passion to serve.

Growing up during the Sierra Leone civil war, Ishaka learned the importance of caring for others, a principle he brings to his work on board. Today, he continues to inspire his fellow Sierra Leonean crew members, encouraging them to broaden their perspectives and embrace the global Mercy Ships family.

"Open your mind," encouraged Ishaka. "When you stay in your house, you only know the things about your house. But Mercy Ships has exposed me to the world. My thinking and worldview is different."

IMAGES: ***(opposite page)*** Ishaka on the deck of the *Global Mercy;* ***(below)*** Ishaka (right) docking the *Global Mercy*, alongside Taylor Perez, volunteer captain from the USA (left).



A shared purpose: Dr Marijke Westerduin & Dr Salématou Camara

Dr Marijke Westerduin and Dr Salématou Camara's partnership began virtually. In 2020, Dutch dentist Dr Westerduin trained Dr Camara, a dental student from UGANC in Guinea, via Zoom.

"[At] that time, we started doing many things online... meetings and teaching. So, for me, it was an easy step to continue teaching," said Dr Westerduin.

Their online mentorship evolved into a real-world collaboration aboard the *Global Mercy* hospital ship in Sierra Leone, where they worked side-by-side in the dental clinic, blending their expertise to provide care to patients and crew.

"She says we are colleagues, but to me, she's still my teacher," said Dr Camara. "Any time I want to discuss something, she always has time, and we discuss very well."

Dr Westerduin, inspired by her visit to Mercy Ships' first vessel as a teenager, had always dreamed of volunteering. After delays caused by COVID-19, she used her skills to train dental students in Guinea.

In 2021, she joined the *Africa Mercy* as lead dentist along with her husband and two children, before transferring to the *Global Mercy* in 2023. Working in resource-limited settings has honed her decision-making skills, particularly in diagnosing and treating dental issues like swelling, often misdiagnosed as tumours.

Dr Camara was motivated to pursue dentistry after witnessing the lack of awareness and care for dental health in her community. After graduating from UGANC, she joined the *Global Mercy* as a volunteer, inspired by the ship's innovative dental clinic. Her experience there has expanded her vision to improve dental care in rural Guinea, where access remains limited.

Together, Dr Camara and Dr Westerduin represent the power of mentorship, collaboration and a shared mission to transform global dental care.

IMAGES: ***(top to bottom)***
Dr Westerduin and Dr Camara work together in the dental clinic; Dr Salématou Camara; Dr Marijke Westerduin and her family onboard the *Global Mercy*.

A servant's heart: Merryl Mackenzie

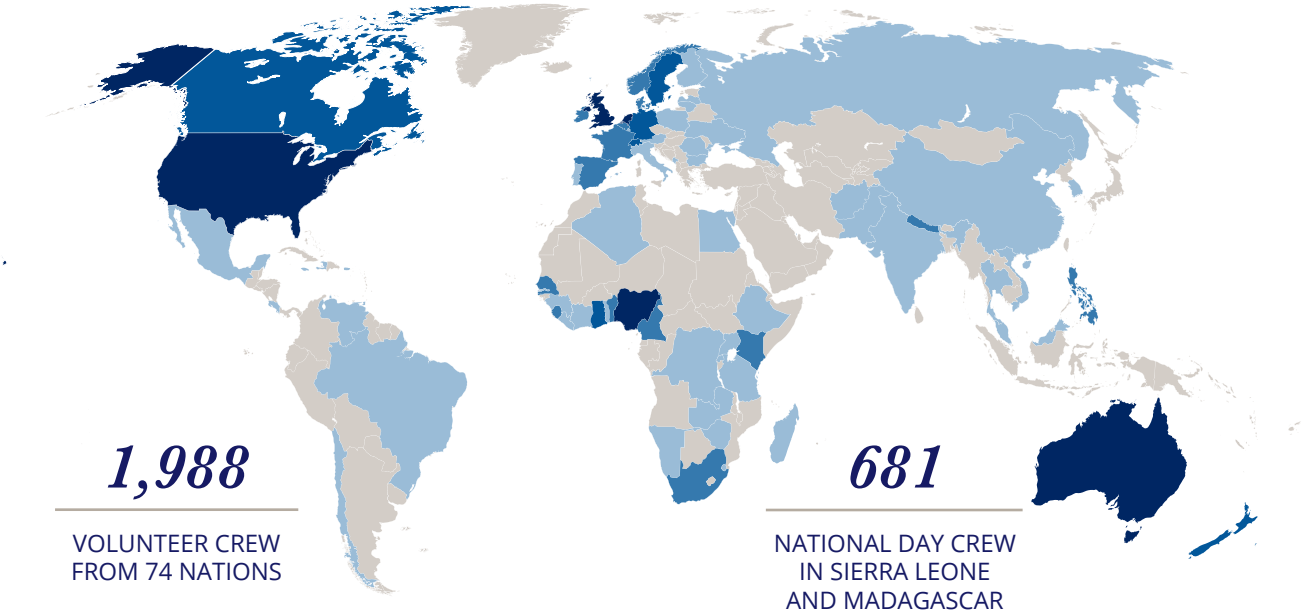
Merryl Mackenzie began her journey with Mercy Ships in 2007 when she left Australia to serve as an operating room nurse in Ghana. Inspired by a childhood dream and driven by her faith, she worked alongside volunteer surgeon Dr Gary Parker on maxillofacial surgeries. Despite her desire to stay longer, Merryl returned to care for her daughter, Anna-Claire, who was born with severe congenital deformities.

After multiple short-term volunteer trips, including in Togo and Liberia, Merryl became increasingly passionate about providing surgical care to children, particularly in sub-Saharan Africa, where millions of people lack access to safe surgery. Having experienced the challenges of obtaining medical care for her own daughter, Merryl was determined to help bridge the gap.

In 2017, she became a full-time operating room clinical supervisor on board the *Africa Mercy*. In 2021, she moved to the *Global Mercy*, overseeing the set-up of six operating rooms. Merryl's leadership, which includes mentoring staff and empowering medical teams, has been a source of

fulfilment. Her daughter, Anna-Claire, now an adult, supports her mother's work, saying, "I'm super proud of her and want her to keep doing it."

Today, Merryl serves as the hospital director on the *Africa Mercy*. She shares, "This has been one of the most fulfiling roles of my career."



1,988

VOLUNTEER CREW FROM 74 NATIONS

681

NATIONAL DAY CREW IN SIERRA LEONE AND MADAGASCAR

Mercy Ships volunteers are the heartbeat of the organisation. They come from around the world, selflessly donating their time and expertise to provide life-changing medical care to those who need it most. Without them, the hospital ships wouldn't be able to operate. Volunteers are crucial to Mercy Ships' work and year after year, they lead by example. Mercy Ships is deeply grateful to our generous, determined and compassionate volunteers.

Find out more about volunteering on board.

UK volunteers

Giving their time and talents on board

We are deeply inspired by the volunteers who generously give their time and skills to make a difference for our patients , and in 2024, we more than doubled the number of UK volunteers serving on board.

The Latham family took the plunge when they left their home in Manchester to live on board the *Global Mercy* for two years. Simon and Amélie Latham moved into a family cabin with their daughters Zara, 14, Héloïse, 12, and Sophie, 10.

Simon started work as the ship's doctor, using his skills as a GP to provide vital care on board. Amélie leads the Low Care Unit (LCU) team, working with patients after surgery, and uses her skills as a PE teacher. The girls attend the accredited academy onboard, with Zara also helping in the LCU for work experience.

"All three of the girls now want to do a job where they can help others and give something back," says Amélie. Simon added: " Life will never be the same again for any of us, and that's a good thing."

> "Life will never be the same again for any of us, and that's a good thing."

As well as the volunteer medical staff, there are many other crew members who contribute. "We have every role on board that you need to run a small city," said Ruth Cooper, who volunteered as headteacher of the school on board the *Africa Mercy*. Ruth left her home in Exeter to join the hospital ship while it was docked in Madagascar, to provide education to the 15 volunteer families with children.

Ruth said that the children's "world view is so much more open wide than I had at school." With more than 25 years' experience in teaching, Ruth's invaluable experience has helped enrich the education of the children living on board.

"In some ways you give up a lot to be here, away from family and friends," says Ruth. "But it's such a huge privilege to be welcomed into countries and see lives changed."

Without the passion and dedication of people like the Latham family and Ruth Cooper, none of Mercy Ships' life-changing work would be possible.

Sharing our good news stories

Reaching audiences far and wide

One of the things people say when they first hear about Mercy Ships is, "This is amazing. Why haven't I heard about these ships before?" We've been working hard to change that, by sharing our stories with new audiences in new ways.

BBC RADIO 4 SUCCESS

Mercy Ships UK ran a radio appeal on BBC Radio 4 from Easter Sunday 2024, having won a bid to broadcast a free charity appeal over the airwaves. Our spokesperson was Dr Rachel Buckingham, a children's orthopaedic surgeon from an NHS hospital in Oxford, who regularly volunteers her skills onboard.

Rachel shared about the life-changing surgery she provided to Amadou, a four-year-old boy from Senegal. Amadou's legs curved outwards due to rickets, making it painful for him to walk.

"I had the privilege of operating on Amadou last year," said Rachel. "After surgery, I saw him smile as he looked down to see his now-straight leg healing in a plaster cast... Now, he can run, play and go to school with his friends."

Together with generous match funding from three donors, the appeal raised £75,447, welcomed new supporters, and shared the good news of Mercy Ships with many in the UK.

IMAGES: ***(opposite page, left to right)*** The Latham family during the *Global Mercy's* arrival to Freetown, Sierra Leone; Ruth Cooper, academy headteacher; ***(this page, left to right)*** Dr Rachel Buckingham at the BBC Radio 4 recording studios; a newspaper advert for the *Because of you* brand campaign.

MERCY SUNDAYS

Mercy Ships UK continued a flourishing partnership with Premier Christian Radio to air the *Mercy Sundays* programme, featuring dozens of church leaders and volunteers speaking about our work.

GOOD NEWS ON THE BIG SCREEN

We took our portable cinema to more Christian festivals this year, including Spring Harvest, Big Church Festival & New Wine, showing festival-goers the everyday miracles that happen on board.

BECAUSE OF YOU

Our first-ever brand campaign shared the stories of our incredible patients and volunteers far and wide. The *Because of you* campaign appeared in newspapers, social media, emails and more. This led to 43 times more people signing up to our newsletter than during the same period the year before, and helped to boost our fundraising.

Mercy Ships' environmental, social and governance initiatives

In 2024, Mercy Ships continued building upon its commitment to leaving a lasting impact on the health of people and communities in sub-Saharan Africa, using its state-of-the-art hospital ships and in close collaboration with local partners and stakeholders. In the spirit of the core values to strive for excellence across all areas of operations, Mercy Ships is committed to upholding the highest environmental, social and governance (ESG) standards.

Each Mercy Ships vessel meets or exceeds all international environmental standards and regulations, including those relative to the environment, in particular the International Convention for the Prevention of Pollution from Ships (MARPOL), the main international convention covering prevention of pollution of the marine environment by ships from operational or accidental causes.

Mercy Ships' newest hospital ship, the *Global Mercy*, was purpose-built with energy efficiency as a major component of her design. It lays a roadmap for Mercy Ships' commitment to designing future eco-friendly vessels with energy efficiency in mind, expanding the organisation's positive impact on African partner nations while minimising the impact on the environment. To maintain optimum safety and efficiency levels, ship operations are surveyed annually by Lloyd's Register. Key features on board the vessel include modern and efficient systems that provide reliable power, clean water and air-conditioning for the hospital and crew, all of which reduce the ship's total energy consumption relative to earlier generation vessels. Additionally, filtering and treating air-conditioning condensate water for technical uses on board reduces total potable water use by approximately 50 percent.

From a social perspective, the core of Mercy Ships' mission is tangibly improving the lives of individuals and communities through the delivery of direct surgical services and education, training, and advocacy programmes to its partner African nations. Since 1978, the organisation has used its model of hospital ships to provide more than 121,900 life-changing and lifesaving surgical procedures across a range of surgical specialties that are often inaccessible, unaffordable, or unsafe in the countries Mercy Ships serves. In tandem with these direct medical services, Mercy Ships has trained over 55,500 local professionals in their area of expertise, leading to stronger surgical care systems in the long term.

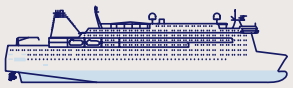
This transformative work is made possible by a crew of volunteers serving on board as well as staff working around the world, all of whom Mercy Ships is dedicated to supporting as they bring the organisation's mission to life. In 2024, Mercy Ships continued to focus on workplace culture and inclusion through a global initiative. A personal development programme was also launched with an external partner. Focusing on leadership strategy and execution skills, this programme will be rolled out globally in 2025, with regular monitoring of participant engagement and progress.

Mercy Ships' governance model includes oversight from the Mercy Ships International Board of Directors consisting of men and women with diverse profiles from around the world. The Mercy Ships brand represents the headquarters in Garden Valley, Texas, the hospital ships operating in host countries in Africa, 16 affiliated independent charities around the world under the name Mercy Ships that raise funds and recruit volunteers to staff and run a fleet of hospital ships and related operations, and an Africa Service Center headquartered in Dakar, Senegal. Each national office is an independent charity organised under the laws of its respective country, has its own Board of Directors, and complies with each country's specific legislation for non-profit NGOs. Mercy Ships currently operates a two-ship fleet consisting of the *Africa Mercy* and the *Global Mercy*, each of which is led by a Managing Director and management team that reports directly to Mercy Ships' executive leadership.

IMAGE: Alya Lopez, volunteer paediatric ICU nurse from Australia, with an orthopaedics patient on the veranda of the *Global Mercy*.

Looking ahead

Bringing Hope and Healing



Sierra Leone
08/2024 - 06/2025
08/2025 - 06/2026

Madagascar
02 - 12/2025

After another year blessed by hope and healing for thousands of patients, Mercy Ships is charting the course toward 2025 with the mission of touching even more lives.

After her annual maintenance period, the *Africa Mercy* returned to Toamasina, Madagascar in February 2025 for a second, consecutive field service. Mercy Ships remains committed to partnering with the Malagasy government and will also be contributing to the growing strength of their medical ecosystem by supporting institutions, initiatives and organisations focused on surgery, such as Freedom from Fistula.

The *Global Mercy* is currently serving in Sierra Leone and will take a short break in June 2025, before returning in August 2025 to continue providing life-changing surgeries alongside training programmes for local healthcare professionals. Following an extended season of incredible impact and transformation, Mercy Ships has reaffirmed our partnership with Sierra Leone's Ministry of Health and the ship is expected to remain in Freetown until June 2026. In addition, an extension to the protocol agreement has been signed reflecting a deepened collaboration with the Sierra Leonean government to support lasting change in the country's healthcare system until 2030.

We will also continue our work on the ground in countries where the ships aren't docked. This includes maintaining a commitment to investing in full professional training at partner universities. We also plan on advancing our ETA efforts across Guinea through supporting the continual development of surgical specialty programmes at UGANC to further educate and train local healthcare workers.

We invite those of you who pray to join us in seeking guidance for the upcoming year, both for the plans we have and the volunteers and supporters who will take us there. Let us also pray for peace as we determine the next steps in our five-year country engagement plans and how best to bring hope and healing to the people who need it most.

IMAGE: Crew line the decks of the *Global Mercy* as they arrive in Freetown, Sierra Leone.

Financial Review and Strategic Report

SUMMARY

In what was another challenging year for fundraising Mercy Ships UK, 2024 income held up at £9.9m compared to £9.8m the previous year.

The charity saw a further increase in regular supporters and continued success, with donors committing to support our future work. This was underpinned by integrated campaigns and events including a successful BBC Radio 4 appeal sharing the good news of Mercy Ships.

2024 expenditure of £8.8m, compared to £7.2m the previous year, reflects MSUK's commitment to our international programmes, ship's crew and volunteers, together with investment towards future growth in our ability to support these activities. This commitment includes a total of £6.2m in grants (2023: £5.2m), an increase of 19%.

INCOME

Total income for the year of £9.9m was 2% up on the previous year (2023: £9.8m), with Legacy income of £2.2m (2023: £1.9m) representing 22% of income (2023: 20%).

In 2024, our fundraising campaigns were successful, with increases in the number of regular donors giving a stable base to our income. Our two matched appeals, in the summer and winter, grew in both response and income, reaching almost £750,000. We had solid supporter retention rates along with higher than average response rates to our campaigns.

Philanthropy income saw increased interaction with Trusts and Foundations and Major Donors, resulting in increased income. By bringing our outreach mailers in house, the team saved £30,000 on expenditure and doubled the income that we had previously with this initiative. Stewardship of one of our donors resulted in an unexpected second multi-year gift of £750,000, £250,000 of which was received in 2024. The team also made a trip to Scotland to attend the National Prayer Breakfast and meet with some of our key stakeholders, including Tymor Marine, which has been offering 'services in kind' to the Marine Operations team since 2016 and has signed an agreement to continue.

EXPENDITURE

This year, total charitable expenditure increased by 22% to £8.8m (2023: £7.2m) and was used primarily for supporting our hospital ships, crew and volunteers in delivering vital free healthcare to people facing desperate need in some of the world's poorest countries. This expenditure includes £6.2m of grants (2023: £5.2m). Within this amount, the following were noteworthy: grants for Mercy Ships programmes of £5.4m (2023: £3.7m); crew support of £210k (2023: £115k); and financial aid to crew of £278k (2023: £24k). Expenditure also included £1.1m for staff working directly for Mercy Ships International and Mercy Ships Global Association.

RESERVES POLICY

The Directors review the reserves policy annually. In recognition of the increased responsibilities the UK is undertaking towards the expanded fleet, the Directors require Mercy Ships UK to hold reserves to cover a minimum of six months' total expenditure, based on the annual budget as agreed by the Board (these should be covered by unrestricted reserves). Restricted funds are not included in the reserves policy, as the Directors have no discretion over how they are spent. If the Directors choose to designate funds, these will not be included in the reserves policy, as they are held for a designated purpose.

FUNDS

At the end of 2024, total funds stood at £5.9m (2023: £6.7m). Restricted funds amounted to £9k at the end of 2024 (2023: £29k) and are subject to conditions imposed by donors or the nature of the appeal.

On 31 December 2024, unrestricted funds are £5.9m, of which £5.5m are free reserves. This represented 6.3 months' operating costs for the 2025 total budget.

GOING CONCERN

We have set out above a review of the financial performance during the financial year and our reserves position at the year end. We have adequate financial resources and have the

structures in place to manage the business risks. In addition, our budgeting and forecasting processes have taken into consideration the current economic climate and its potential impact on both our various sources of income and our expenditure. We have a reasonable expectation that we have adequate resources and control mechanisms to continue in operational existence for the foreseeable future. Further, we believe that there are no material uncertainties that may cast doubt on the charity's ability to continue as a going concern. Therefore, we continue to adopt the going concern basis of accounting in preparing the annual financial statements.

RISK MANAGEMENT

The risks which face the charity are detailed in its consolidated risk register, which the Directors keep under active review. Headline Risks in 2024 include:

1. Uncertainty brought about by the current insecure economic and political climate and the potential impact on donors and donor acquisition.

Mitigation: Uncertainty has been factored into our planning and budgeting process for 2025. Regular monitoring of actual expenditure against budget is undertaken by the management team, with corrective action plans, as necessary, overseen by the relevant Board Committee.

2. Cyber security continues to be a significant risk, especially in relation to online activities – of which MSUK has a full range, including our website, donor database, online donations and accounting systems.

Mitigation: MSUK employs a third-party IT service to provide specialist expertise. All staff receive training, with frequent reminders to promote an attitude of 'everyone is responsible'.

Corporate Structure and Governance

Mercy Ships UK is part of the global family of charities under the Mercy Ships banner and values. The International Support Centre of Mercy Ships Operations manages the charity's marine and medical operations internationally. Alongside the UK, 15 other nations have a registered Mercy Ships charity. These partnerships are governed by an Association Agreement, which defines the operational and strategic links between the organisations, safeguarding the independence of the UK charity and its responsibilities for data protection, financial management, safeguarding and strategic operation.

Mercy Ships UK, company number 03147724 (England & Wales), is a company limited by guarantee and not having a share capital. Our registration number with the Charity Commission for England and Wales is 1053055 and with the Office of the Scottish Charity Regulator SC039743. The charity is governed by its Memorandum and Articles of Association dated 11 December 1995, and it was incorporated on 17 January 1996. The Memorandum and Articles of Association were revised in 2007. Under the conditions of the guarantee, members' liability is restricted to £1 each. The number of members at 31 December 2024 was 9 (2023:11).

MERCY SHIPS UK'S CHARITABLE OBJECTIVES

The Board has ongoing regard to the public benefit guidance published by the Charity Commission when reviewing the charity's activities and future plans. Mercy Ships continues to make a significant impact in numerous communities and on thousands of individual lives in Africa, through surgical interventions carried out on the *Global Mercy* and the *Africa Mercy*, in onshore facilities, and through the lasting legacies left behind through extensive training and capacity building, and as such funding provided by the UK is utilised exclusively to this end. Regular monitoring and reporting of projects is carried out to ensure that Mercy Ships continues to deliver world-class healthcare and is utilising funds in line with the wishes of donors in the UK.

SAFEGUARDING

Mercy Ships UK has a Principal Safeguarding Officer who oversees the implementation of safeguarding measures across the whole organisation. Alongside this, we have a Safeguarding Lead on the Board, as well as external support from a specialist Safeguarding organisation. The Safeguarding Policy and procedures were reviewed regularly and updated, across the UK operation and globally. The Board are confident these measures will continue to maintain the high standards of protecting vulnerable people and putting quality of care at the centre of all we do.

BOARD AND MANAGEMENT ROLES

The Mercy Ships UK Board of Trustees is legally responsible for the overall control of the charity and for ensuring that it is properly managed.

The Board's principle roles are:

- Approving the mission, vision, strategies, high-level policies and annual business plan
- Appointing and overseeing the Chief Executive Officer
- Monitoring performance and risk management
- Reporting performance with integrity and transparency
- Ensuring compliance with UK law and Charity Commission regulations
- Managing its governance processes
- Adding value by advising management
- Representing the interests of Mercy Ships UK's stakeholders.

The Board delegates responsibility for operational management to the Chief Executive Officer (the Principal Officer), who is responsible for developing the organisation's plans, policies and processes, following Board advice and approval. The Executive Leadership Team, made up of Finance Director, Director of Engagement, Director of Philanthropy and the Chief Executive Officer, supports the leadership of the organisation's strategic growth. Salaries of key personnel are benchmarked annually with external research and agreed by the Board of Directors.

Mercy Ships UK complies with Fundraising Standards Board requirements and is registered with the Fundraising Regulator, only utilising agencies that are compliant with these standards.

Mercy Ships does not solicit gifts by door-to-door acquisition methods, has received no complaints from any regulator and ensures that all donors receive only the communications they request.

BOARD COMPOSITION

The Board comprises independent, unremunerated, non-executive directors (trustees) who have a broad range of skills and experience. Recognising the international collaboration of charities, Mercy Ships UK provides two Board members to the Mercy Ships International Board (total 34 members), and in return receives up to two members from the International Board as full Mercy Ships UK directors. As the Board continues to be strengthened and expanded, the directors are committed to the highest standards and encouraging applications from a diverse range of individuals.

Director recruitment, induction and training are overseen by the Nominations and Governance Committee.

BOARD EXPENSES

No fees or remuneration are paid for serving as a Mercy Ships UK Board member. Mercy Ships UK reimburses reasonable expenses incurred while acting as a director. This includes travel and accommodation expenses required to attend meetings, training and orientation costs. Every effort is made to ensure costs are at a minimum.

BOARD MEETINGS

The Board meets four times a year, with additional meetings as required. The Board has three subcommittees:

- Finance, Audit and Risk
- Nominations and Governance
- Income Strategy
- People and Culture.

IMAGE:
Francis, maxillofacial patient, and his mother, Hawa.

Statement of Directors' Responsibilities

The Directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements for each financial year. Under that law, the Directors have elected to prepare the financial statements in accordance with Generally Accepted Accounting Practice in the UK (United Kingdom Accounting Standards and applicable law). Under company law, the Directors 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 company, and of the profit or loss of the company for that period. In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently
- make judgements and estimates that are reasonable and prudent
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue its activities.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions, and disclose with reasonable accuracy at any time the financial position of the 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 company and that the assets are properly applied in accordance with charity law hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors have taken all steps that they ought to have taken in order to make themselves aware of any information relevant to the audit, establish that auditors are aware of that information and that there is no information relevant to the audit of which the charitable company's auditors are unaware.

The Directors have prepared this report in accordance with the provisions applicable to companies subject to the small companies regime.

By order of the Board of Directors,

Dr Michael Spence
Chair of Trustees

Statement of Financial Activities

for the year ended 31 December 2024

	Notes	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Income from generated funds							
Donations and legacies	*2*	8,868,468	795,633	9,664,101	8,791,946	837,308	9,629,254
Income from charitable activities							
Trading Income		–	–	–	–	–	–
Other income							
Investments	*3*	20,888	–	20,888	16,168	–	16,168
GIK		14,661	–	14,661	1,833	–	1,833
Interest		243,213	–	243,213	113,965	–	113,965
Total income		**9,147,230**	**795,633**	**9,942,863**	**8,923,912**	**837,308**	**9,761,220**
Expenditure							
Cost of generating funds	*4*	2,215,207	–	2,215,207	2,344,071	–	2,344,071
Cost of trading		–	–	–	–	–	–
Charitable activities	*5,6*	7,954,564	815,394	8,769,958	5,651,593	1,549,247	7,200,840
Total expenditure		**10,169,771**	**815,394**	**10,985,165**	**7,995,664**	**1,549,247**	**9,544,911**
Net income/ expenditure before other recognised gains and losses		**(1,022,541)**	**(19,761)**	**(1,042,302)**	928,248	(711,939)	216,309
Net realised gains/(loss) on investments	*15*	(6,876)	–	(6,876)	(5,761)	515	(5,246)
Net movement in funds before transfers		**(1,029,417)**	**(19,761)**	**(1,049,178)**	**922,487**	**(711,939)**	**211,063**
Transfers between funds		–	–	–	–	–	–
Net movement in funds		**(1,029,417)**	**(19,761)**	**(1,049,178)**	**922,487**	**(711,424)**	**211,063**
Total funds brought forward		6,883,684	28,576	6,912,260	5,961,197	740,000	6,701,197
Total funds carried forward	*19*	**5,854,267**	**8,815**	**5,863,082**	**6,883,684**	**28,576**	**6,912,260**

Balance Sheet

for the year ended 31 December 2024

	Notes	**2024 £**	**2023 £**
Fixed assets			
Intangible assets	*13*	-	–
Tangible assets	*14*	13,419	12,127
Investments	*15*	319,880	308,868
		333,299	**320,995**
Current assets			
Debtors: amounts falling due within one year	*16*	687,657	406,184
Cash at bank and in hand		5,135,311	6,613,910
		5,822,968	**7,020,094**
Creditors: amounts falling due within one year	*17*	(293,185)	(428,829)
Net current assets		5,529,783	6,591,265
Net assets		5,863,082	6,912,260
The funds of the charity:			
Unrestricted funds	*19*	5,854,267	6,883,684
Restricted funds	*19*	8,815	28,576
Total charity funds		**5,863,082**	**6,912,260**

The financial statements of Mercy Ships UK, company number 03147724, were approved by the Board of Directors on 20 March 2025.

Dr Revd Michael Spence, Director

Paul Ramsbottom, Director

Statement of Cash Flows

for the year ended 31 December 2024

	2024 £	2023 £
Cash flows from operating activities:		
Net cash provided by operating activities	**(1,728,591)**	**361,911**
Cash flows from investing activities:		
Purchase of fixed assets	(10,883)	(10,612)
Dividends, interest and rents from investments	278,762	131,967
Purchase of investments	(127,786)	(22,572)
Disposal of investments	109,899	9,409
Net cash provided by investing activities	**249,992**	**108,192**
Change in cash and cash equivalents in the reporting period	**(1,478,599)**	**470,103**
Cash and cash equivalents at the beginning of the reporting period	6,613,910	6,143,807
Change in cash and cash equivalents due to exchange rate movements	-	–
Cash and cash equivalents at the end of the reporting period	**5,135,311**	**6,613,910**

Reconciliation of net income to net cash flow from operating activities	**2024** **£**	**2023** **£**
Net income for the reporting period	(1,049,178)	211,063
Adjustments for:		
Depreciation charges	9,592	8,392
Unrealised gains in investments	6,876	5,246
Dividends, interest and rents from investments	(278,762)	(131,967)
Loss/(profit) on the sale of fixed assets	-	–
Decrease in stocks	-	–
Decrease/(increase) in debtors	(281,473)	51,547
(Decrease)/increase in creditors	(135,645)	217,630
Net cash provided by operating activities	**(1,728,590)**	**361,911**

Analysis of cash and cash equivalents	**2024** **£**	**2023** **£**
Cash in hand	5,135,311	6,613,910
Total cash and cash equivalents	**5,135,311**	**6,613,910**

Notes to the Accounts

for the year ended 31 December 2024

1. Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the charity's financial statements are as follows:

a. Basis of preparation
The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) (Charities SORP (FRS 102)) and the Companies Act 2006.

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

After making enquiries, the Trustees have reasonable expectation that the charity has adequate resources to continue its activities for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the Financial Statements.

b. Income
All income is recognised in the Statement of Financial Activities when the charity is entitled to the income, has certainty of receipt and the amount can be quantified with reasonable accuracy.

Donated goods and services of medical equipment which are intended to be used to further Mercy Ships objectives are valued at market value and included in income when distributed or utilised.

Legacies are included as income when the charity is notified of an impending distribution or the date of receipt. Receipt of a legacy is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where a legacy has been notified to the charity and the criteria for income recognition has not been met, then the legacy is treated as a contingent asset and disclosed if material.

c. Expenditure
Expenditure is accounted for on an accruals basis and is recognised when there is a legal or constructive obligation to pay. Where expenditure cannot be directly attributed to particular headings, it is allocated on a basis consistent with the use of the relevant resources measured by reference to staff time.

Costs of generating funds relates to activities that are intended to generate income. The cost of fundraising campaigns is expensed in the year in which it is incurred although income derived from the initiatives may arise in future years.

Charitable activities comprise of the following:
- Grants payable from restricted and unrestricted funds for Mercy Ships' programmes
- Direct costs and programme support costs incurred by UK–based staff in assisting programmes overseas, including staffing, volunteers and procurement
- Governance costs relate to the direct management functions and support costs inherent in the activities of the charity. They provide the governance infrastructure which allows the charity to operate and to generate the information required for public accountability, and include the strategic planning processes that contribute to the future development of the charity.

d. Tangible fixed assets and depreciation
Except for laptops and computer peripherals which are expensed on acquisition, tangible fixed assets costing more than £1,000 (exc VAT) are capitalised.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost less estimated residual value of each asset evenly over its estimated useful life as follows:
- Leashold improvements 33%
- Office equipment and computers 33%
- Fixtures & fittings 20%
- Motor vehicles 20%.

e. Intangible fixed assets and amortisation
Amortisation is provided on all intangible assets at 33% per annum to write off the cost evenly over its estimated useful life.

f. Investments
Investments are initially recognised at their transaction value and subsequently stated at their fair value at the balance sheet date using the closing quoted market price. Income arising from investments is recognised as it arises. The statement of financial activities includes the net gains and losses arising on revaluation throughout the year.

g. Funds
Restricted funds are subject to conditions imposed by donors.

Designated funds are amounts which have been put aside at the discretion of the Trustees.

The General fund comprises of accumulated surpluses less deficits after transfers to designated funds. It allows the charity to budget for anticipated commitments in the short- and medium–term and to provide adequate working capital.

h. Pensions
The company operates a defined contribution pension scheme. Contributions are charged to the Statement of Financial Activities as they become payable in accordance with the rules of the scheme.

i. Stock
Merchandise stock is stated at the lower of cost and net realisable value.

j. Foreign exchange
Transactions denominated in foreign currency are translated into Sterling and recorded at the exchange rates ruling at the date of the transactions. Monetary assets and liabilities denominated in a foreign currency are translated into Sterling at the exchange rates at the balance sheet date. Translation differences are dealt with in the Statement of Financial Activities.

k. Leasing commitments
Rentals paid under operating leases are charged to income as incurred.

l. Irrecoverable Value Added Taxation
The company is unable to recover the majority of Value Added Taxation charged on its purchases which is included in the related expense or asset in the accounts.

m. Judgements in applying accounting policies and key sources of estimation uncertainty
In applying the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions in determining the carrying amounts of assets and liabilities. The Trustees' judgements, estimates and assumptions are based on the best and most reliable evidence available at the time when the decisions are made, and are based on historical experience and other factors that are considered to be applicable. Due to inherent subjectivity involved in making such judgements, estimates and assumptions, the actual results and outcomes may differ. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods, if the revision affects both current and future periods. The key estimate and assumption made in these accounts are considered to be the recognition of legacy income as set out in note 1.b.

2. Income from donations and legacies

	Unrestricted 2024 £	Restricted 2024 £	Total 2024 £	Unrestricted 2023 £	Restricted 2023 £	Total 2023 £
Gifts and grants	6,682,013	780,633	7,462,646	6,897,751	837,308	7,735,059
Institutional funding	5,000	–	5,000	9,965	–	9,965
Legacies	2,181,455	15,000	2,196,455	1,884,230	–	1,884,230
	8,868,468	**795,633**	**9,664,101**	**8,791,946**	**837,308**	**9,629,254**

Gifts and grants include related Gift Aid.

3. Other income

	Unrestricted 2024 £	Restricted 2024 £	Total 2024 £	Unrestricted 2023 £	Restricted 2023 £	Total 2023 £
Investments	20,888	–	20,888	16,168	–	16,168
GIK income	14,661	–	14,661	1,833	–	1,833
Interest	243,213	–	243,213	113,965	–	113,965
	278,762	–	**278,762**	**131,966**	–	**131,966**

4. Cost of generating funds

	Cost of generating funds £	Cost of trading £	2024 Total £	2023 Total £
Staff costs	639,605	–	639,605	779,296
Direct costs	1,333,897	–	1,333,897	1,377,202
Support costs *(see note 7)*	241,705	–	241,705	187,573
	2,215,207	–	**2,215,207**	**2,344,071**

5. Charitable activities

	2024 Total £	2023 Total £
Staff costs	1,644,699	1,385,415
Direct costs	456,257	384,894
Support costs *(see note 7)*	499,856	266,225
Grants *(see note 6)*	6,169,146	5,164,306
	8,769,958	**7,200,840**

The cost of the statutory audit was £17,650 (2023: £16,800) which is shown within direct costs.

6. Charitable activities (grants breakdown)

Grants made for Mercy Ships International programmes	Unrestricted 2024 £	Restricted 2024 £	Total 2024 £	Unrestricted 2023 £	Restricted 2023 £	Total 2023 £
Mercy Ships programmes	5,353,752	49,403	5,403,155	3,615,059	69,747	3,684,806
Crew support	–	210,700	210,700	–	115,298	115,298
Financial aid for crew	–	278,437	278,437	–	24,089	24,089
Medical	–	60,105	60,105	–	26,046	26,046
Community	–	749	749	–	562	562
Capacity building	–	216,000	216,000	–	284,625	284,625
New ship	–	–	–	–	1,028,880	1,028,880
Total grants made	**5,353,752**	**815,394**	**6,169,146**	**3,615,059**	**1,549,247**	**5,164,306**

All grants made for Mercy Ships International programmes are made directly to Mercy Ships International or Mercy Ships Global Association.

7. Support costs

	Fundraising for donations	Charitable activities	2024 Total	2023 Total
		£	£	£
Staff costs	95,411	224,928	320,339	163,583
Training	6,844	17,600	24,444	10,491
Travel and subsistence	26,234	30,424	56,658	24,527
Motor vehicle	792	2,035	2,827	2,484
Facilities and supplies	57,005	146,585	203,590	167,007
Communications	7,361	18,928	26,289	9,912
Equipment maintenance and rental	847	2,179	3,026	1,700
Bank charges	43,492	47,615	91,107	53,157
Legal and professional	1,033	2,656	3,689	12,544
Depreciation	2,686	6,906	9,592	8,393
	241,705	**499,856**	**741,561**	**453,798**

Charitable expenditure includes total governance costs of £33,238 (2023: £31,943).
This includes the cost of the statutory audit which was £17,650 (2023: £16,800).

8. Net income for the year after charging

	2024	2023
	£	£
Depreciation of owned assets	2,326	1,631
Amortisation of owned intangible assets	–	–
Directors' indemnity insurance	8,036	7,733
Operating lease rentals – land and buildings	55,070	42,395
Operating lease rentals – plant and machinery	–	–
Operating lease rentals – motor vehicles	–	–
Auditors' remuneration – audit	17,650	16,800
Auditors' remuneration – non audit services	5,751	5,174

At 31 December 2024 the charitable company had commitments under non-cancellable operating leases for buildings which expire:

	2024	2024	2023	2023
	£	£	£	£
	Within one year	Between two and five years	Within one year	Between two and five years
Land and buildings	44,873	–	53,678	44,854
Plant and machinery	–	–	–	–
	44,873	–	**53,678**	**44,854**

9. Directors' remuneration

The Directors received no remuneration for their services.
No directors received payment for professional or other services provided to the charitable company.
Directors were reimbursed for travel and related costs totalling £83 (2023: £472).

10. Staff costs

	2024 £	2023 £
Gross wages and salaries	1,981,668	1,874,239
Employers' NI	217,627	201,523
Pension costs	103,115	98,116
Redundancy payment	-	–
SMP reclaimed	(18,771)	(10,316)
	2,283,639	**2,163,562**

The number of employees whose actual emoluments (including benefits in kind, but excluding pension contributions) fell in the following bands:

	2024 Number	2023 Number
£60,001 – £70,000	4	3
£70,001 – £80,000	2	0
£80,001 – £90,000	0	2
£90,001 - £110,000	1	0

Key personnel salaries for 2024, as per the table above, totalled £505,315 for 7 people (2023: £378,871 for 5 people).

Mercy Ships full-time equivalent UK salaries include 19 staff who are classed as 'secondees,' working directly for Mercy Ships International and Mercy Ships Global Association totalling £1.1m (see note 12). A number of these staff occupy senior positions contributing to the wider remit of the global organisation.

The average number of employees in 2024 was 45.2 (2023: 45.5).
The number of employees, calculated on a full time equivalent basis, analysed by activity was:

	2024 Number	2023 Number
Fundraising	12.8	16.8
Charitable programmes – UK	11.5	8.8
Charitable programmes – direct	19.9	19.0
Governance	1.0	0.9
	45.2	**45.5**

11. Volunteer costs

	2024	2023
Total number of UK volunteers	47	47
Contributed services valuation	£3,494,211	£2,720,832

Volunteer roles valued at £248,682 for MSUK have been excluded from the 2024 contributed services calculation above in alignment with accounting guidelines for contributed services. This figure is shared so as to facilitate previous year comparison.

12. Related party transactions

Mercy Ships International Board members: Dr Michael Spence, Lois Boyle, Dr Michelle White.

MSI transactions: MSUK recharged costs amounting to £1,050,511 (2023: £1,013,942) in respect of salaries for seconded staff; and £166,981 (2023: £131,621) was recharged by MSI. Total grants given to MSI Programmes £6,169,146 (2023:£5,164,306).

Mercy Ships Global Association (MSGA): Clive Mitchell, Delegate to the General Assembly

MSGA: Grants made to MSGA amounted to £74,806 (2023: £51,389)

Personal donations amounting to £10,751 (2023: £14,835) were received from five directors (2023: seven) in the year.

13. Intangible fixed assets

	Software £
Cost	
At 1 January 2024	30,000
Additions	–
At 31 December 2024	**30,000**
Accumulated amortisation	
At 1 January 2024	30,000
Charge for the year	–
At 31 December 2024	**30,000**
Net book value	
At 31 December 2024	–
At 31 December 2023	–

14. Tangible fixed assets

	Leasehold improvements £	Furniture, hardware and equipment £	Motor vehicles £	Total £
Cost				
At 1 January 2024	45,832	24,850	13,825	84,507
Additions	8,385	2,499	–	10,884
Disposals	–	–	–	–
At 31 December 2024	**54,217**	**27,349**	**13,825**	**95,391**
Accumulated depreciation				
At 1 January 2024	39,332	19,223	13,825	72,380
Charge for the year	6,659	2,933	–	9,592
Disposals	–	–	–	–
At 31 December 2024	**45,991**	**22,156**	**13,825**	**81,972**
Net book value				
At 31 December 2024	**8,226**	**5,193**	–	**13,419**
At 31 December 2023	6,500	5,627	–	12,127

15. Investments

	2024 £	2023 £
Market value at 1 January 2024	308,868	300,947
Additions	127,786	22,576
Transfers	(262)	1,948
Disposals	(109,637)	(11,357)
Gain on revaluation	(6,875)	(5,246)
Market value at 31 December 2024	**319,880**	**308,868**

The investments held are in British government stocks and collective UK and global investments. They are managed by Rathbone Investment Management Ltd.

16. Debtors

	2024 £	2023 £
Income tax recoverable	291,945	132,203
Other debtors	69,621	24,838
Prepayments and accrued income	326,091	249,143
	687,657	**406,184**

17. Creditors: Amounts falling due within one year

	2024 £	2023 £
Trade creditors	195,739	331,775
Taxation and social security	72,446	64,702
Accruals	25,000	32,352
	293,185	**428,829**

18. Analysis of charitable funds between net assets

	Fixed assets £	Net current assets £	Total £
Unrestricted funds			
General fund	333,299	5,520,968	5,854,267
	333,299	**5,520,968**	**5,854,267**
Restricted funds			
Mercy Ships programmes	–	–	–
Crew support	–	8,815	8,815
Financial aid for crew	–	–	–
Medical programmes	–	–	–
Community programmes	–	–	–
Capacity building	–	–	–
Vehicles	–	–	–
	–	**8,815**	**8,815**
Total charitable funds	**333,299**	**5,529,783**	**5,863,082**

19. Analysis of movements in charitable funds

	Balance at 01–Jan 2024 £	Income *(including gains on investments)* £	Expenditure *(including losses on investments)* £	Balance at 31–Dec 2024 £
Unrestricted funds				
General fund	6,883,684	9,140,354	10,169,771	5,854,267
	6,883,684	**9,140,354**	**10,169,771**	**5,854,267**
Restricted funds				
Mercy Ships programmes	–	49,403	49,403	–
Crew support	28,576	190,939	210,700	8,815
Financial aid for crew	–	278,437	278,437	–
Medical programmes	–	60,104	60,104	–
Community programmes	–	750	750	–
Capacity building	–	216,000	216,000	–
	28,576	**795,633**	**815,394**	**8,815**
Total funds	**6,912,260**	**9,935,987**	**10,985,165**	**5,863,082**

20. Taxation

As a registered charity, Mercy Ships UK Limited is exempt from taxation on its income and gains to the extent that they are applied for its charitable purposes.

Independent Auditor's Report

to the Members of Mercy Ships - UK Limited

OPINION

We have audited the financial statements of Mercy Ships UK Limited (the 'charity') for the year ended 31 December 2024, which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows, and notes to the financial statements, including a summary of significant accounting policies.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 charity's affairs as at 31 December 2023 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, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 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 charity 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 charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

OTHER INFORMATION

The other information comprises the information included in the Strategic report and Report of the Trustees, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

- the information given in the strategic report and the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and 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 charity and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the Trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

1 adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
2 the financial statements are not in agreement with the accounting records and returns; or
3 certain disclosures of Trustees' remuneration specified by law are not made; or
4 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 set out on page 44, the Trustees 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 charity'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 charity 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 the financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

Based on our understanding of the charity and its industry, we considered that non-compliance with the following laws and regulations might have a material effect on the financial statements: employment regulation, health and safety regulation, anti-money laundering regulation.

To help us identify instances of non-compliance with these laws and regulations, and in identifying and assessing the risks of material misstatement in respect to non-compliance, our procedures included, but were not limited to:

- Inquiring of management and, where appropriate, those charged with governance, as to whether the charity is in compliance with laws and regulations, and discussing their policies and procedures regarding compliance with laws and regulations;
- Inspecting correspondence, if any, with relevant licensing or regulatory authorities;
- Communicating identified laws and regulations to the engagement team and remaining alert to any indications of non-compliance throughout our audit; and
- Considering the risk of acts by the charity which were contrary to applicable laws and regulations, including fraud.

We also considered those laws and regulations that have a direct effect on the preparation of the financial statements, such as tax legislation, pension legislation, the Companies Act 2006, the Charities Act 2011 and the Charities Statement of Recommended Practice.

In addition, we evaluated the Trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements, including the risk of management override of controls, and determined that the principal risks related to posting manual journal entries to manipulate financial performance, management bias through judgements and assumptions in significant accounting estimates, revenue recognition (which we pinpointed to the cut-off assertion), and significant one-off or unusual transactions.

Our audit procedures in relation to fraud included but were not limited to:

- Making enquiries of the Trustees and management on whether they had knowledge of any actual, suspected or alleged fraud;
- Gaining an understanding of the internal controls established to mitigate risks related to fraud;
- Discussing amongst the engagement team the risks of fraud; and
- Addressing the risks of fraud through management override of controls by performing journal entry testing.

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

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.

USE OF THE AUDIT REPORT

This report is made solely to the charity'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 charity'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 charity and the charity's members as a body for our audit work, for this report, or for the opinions we have formed.

Jonathan Marchant (Senior Statutory Auditor) for and on behalf of Forvis Mazars LLP
Chartered Accountants and Statutory Auditor
30 Old Bailey, London, EC4M 7AU
Date: 20th March 2025

Trustees, Principal Officers and Advisors

Directors
Ade Adeyemi
Lois Boyle - Vice Chair
Dr Leo Cheng
Bernard Hickman - Treasurer (joined 1 January 2025)
Justin Humphreys
Angharad Milenkovic
Paul Ramsbottom OBE
Dr Michael Spence - Chair
Naiomi Thalayasingam
Dr Juliette Tuakli (resigned 4 September 2024)
Dr Michelle White
David Mel Zuydam (Treasurer, resigned 30 November 2024)

UK patrons
Sir John Major KG CH
Dame Norma Major DBE

International patron
HRH The Princess Royal

Interim Chief Executive Officer
Clive Mitchell

Registered and Principal Office
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Banker
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Investment adviser
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Registered Charity No: 1053055
Registered Charity in Scotland No: SC039743

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Africa Service Centre
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IMAGES: ***(opposite page, top to bottom)*** Fatoumata Bah, hospital chaplain day crew from Sierra Leone, dancing with patient on the veranda on the *Global Mercy*; the *Global Mercy* crosses the Suez canal; Ibrahim Bangura, deck officer student; ***(above)*** *Africa Mercy* volunteer crew gathered on the deck.

The work of Mercy Ships is only possible because of the generosity of our supporters and volunteer crew.

*It's **because of you** that the lives of the people you see here, as well as so many others, are being **changed forever**.*

Thank you so much.

IMAGES: ***(left to right)*** 10-year-old orthopaedic patient, Fudia, is looked after by crew on board the *Global Mercy*; Mamadou plays at home after successful surgery to remove cataracts from his eyes.

HOW YOU CAN HELP

Donate

Make a regular monthly donation to Mercy Ships.

Visit mercyships.org.uk/donate

Nominate us

Nominate Mercy Ships as Charity of the Year partner in your workplace, school, church or organisation.

Come along

Attend or hold your own event or form a fundraising group in your local community, church, club or workplace.

Email events@mercyships.org.uk

Remember us

Remember Mercy Ships in your will.

Visit mercyships.org.uk/legacy

Get involved

Run, jog, walk, cycle or swim for Mercy Ships by taking part in one of our Challenge Events.

Visit mercyships.org.uk/fundraising

Volunteer

Volunteer onboard or in the UK.

Visit mercyships.org.uk/volunteer

Follow us

Stay in touch and find out what you can do to help

Search for Mercy Ships UK

Find out more

www.mercyships.org.uk

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Stevenage SG1 2EF

mercyships.org.uk

Company No: 3147724 (England & Wales)
Registered Charity No: 1053055
Registered Charity in Scotland No: SC039743

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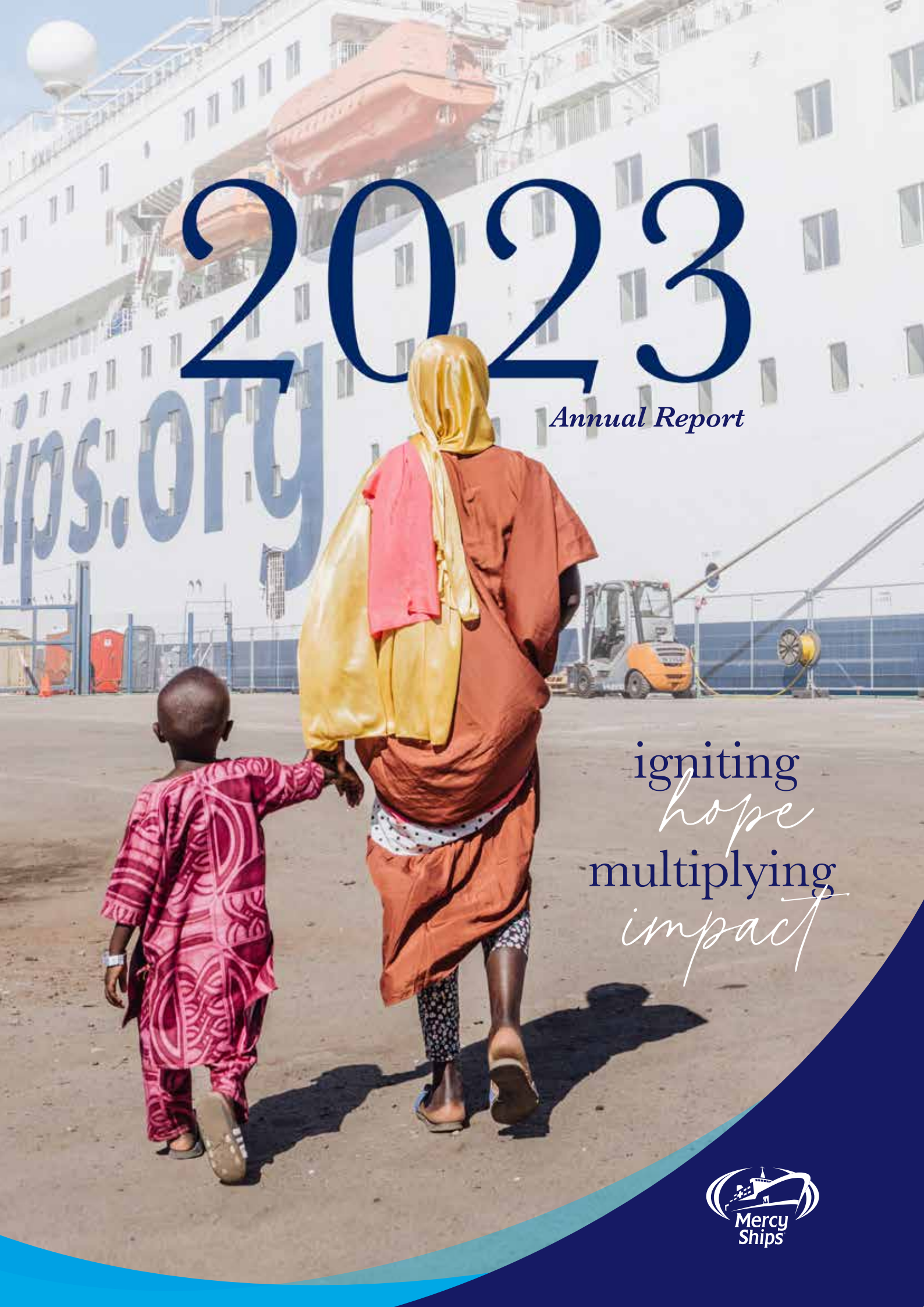
MERCY SHIPS - U.K LTD

England & Wales - Charity number 1053055

Accounts



2023

Annual Report

igniting *hope*
multiplying *impact*

Mercy Ships

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IMAGE (COVER):
Amadou, the first patient to receive surgery on the *Global Mercy*, and his caregiver, Mariatou, board the ship.

IMAGE (OPPOSITE PAGE):
Khadidiatou, maxillofacial patient, before surgery. Read her inspiring story on page 14.

Mission

Mercy Ships follows the 2,000-year-old model of Jesus, bringing hope and healing to people facing poverty.

Vision

Mercy Ships uses hospital ships to transform individuals and serve nations.

Values

- Love God
- Love and serve others
- Be people of integrity
- Strive for excellence in all we say and do.

Impact

Each year, 16.9 million people around the world die due to lack of access to surgical care. Mercy Ships deploys hospital ships to provide free surgeries. Since 1990, Mercy Ships has conducted 44 healthcare services in 14 African countries, most of which are ranked by the United Nations Development Index as the least developed in the world. In addition to surgical care, Mercy Ships creates lasting impact by providing education and training across the surgical ecosystem.

IMAGE:
The *Global Mercy* and the *Africa Mercy* sail side by side for the first time on their way to Senegal and South Africa, respectively.

Letter from the Founder

Friends,

What an immense blessing 2023 has been for us here at Mercy Ships! As I think of the last year, I'm reminded of the countless moments that have touched our hearts and fuelled our mission – children who can now walk without pain, families that have reunited because of life-saving surgery, and communities that have been strengthened through access to healthcare and education. These moments are testimonies to what hope and healing can do.

Stories like these span our 45-year history. Since our beginning in 1978, Mercy Ships has had the honour of following the 2,000-year-old model of Jesus by bringing hope and healing to those in need. Throughout these years, we have remained true to living out our core values of loving and serving others with integrity and excellence. This year, as we mark our 45th year in service, we look back with immense gratitude at all that has been accomplished.

More than 2.8 million lives have been impacted through free surgeries and medical care. More than 42,000 medical and non-medical volunteers from around the world have contributed their expertise and skills to change lives. Thousands of healthcare professionals in developing nations have received vital training and mentorship, creating a sustainable, long-lasting impact. And finally, more than 56 countries have been served, leaving a wave of compassion and healing. But our journey is just beginning!

I am so thankful to share the many accomplishments that you helped make a reality in 2023 and hope as you read through testimonies of compassion, you know how vital you are to our mission.

As we celebrate our 45th anniversary, let us look back with thankfulness at what God has done in us and through us – and let us look ahead with renewed determination. Together, we can create a legacy that will endure for generations.

Thank you for being a part of this incredible journey. Together, we have achieved so much, and together, we can achieve so much more.

Following the model of Jesus,

Don Stephens

Discover more about Mercy Ships' 45th anniversary here!

Letter from the Chair of Mercy Ships UK

It is truly wonderful to witness the life-changing impact of our work in this, our 45th year. As I look back on an incredible 12 months, it is inspiring to see the dedication and hard work across our Mercy Ships family.

It was a joy when the first surgeries were performed onboard the *Global Mercy* at the start of the year, treating patients from Senegal and The Gambia. The ship then moved to Sierra Leone in August for a 10-month stay.

With the refit of the *Africa Mercy* nearly complete as I write, 2024 will be an exciting year. We will have two modern hospital ships at sea, and this will mean we will be able to reach so many more lives than before. Excitingly, not only are we delivering healthcare and surgery, but we are also able to teach more healthcare professionals.

Teaching, healing and caring are themes that are emphasised throughout the New Testament as ways in which we serve Jesus himself. I thank everyone whose deep conviction and belief in our work enable us to share his love.

I am delighted to share so many inspirational stories in this year in review. In the pages that follow, you will meet a few of the many people who have been given renewed hope for their futures with surgery that would not otherwise have been available to them.

The year also saw an expansion of our healthcare education programme, which means that in the years to come many more clinicians will be receiving the skills they need to improve healthcare in their own countries.

Mercy Ships UK is an integral part of the global Mercy Ships family. We are pleased to be able to recruit, nurture and support so many of the dedicated people who give their time to serve on our ships. We are blessed to have a wonderful supporter base in the UK, with thousands of you kindly donating to our life-saving and life-changing work. Thank you.

As Chair of Trustees, it remains a huge privilege to take part in our mission, and to work with staff, volunteers and donors. It is humbling to see the passion and commitment that you bring, enabling us to increase the number of people with whom we can share much-needed care in the year ahead.

I hope you enjoy reading this report and seeing the difference that your support has made.

Dr Michael Spence
Chair, Mercy Ships UK

Letter from the CEO

This past year has been exciting and fulfilling as we celebrated our 45th anniversary. It is humbling to look back at the history of Mercy Ships and see the many ways in which love and compassion have transformed lives over the decades.

In 2023, The *Global Mercy* had its first full year at sea, while the *Africa Mercy* refit will allow the ship to provide life-saving care for many years to come.

The first surgeries were carried out on the *Global Mercy* in February 2023 – a landmark moment for us as the world's first purpose-built hospital ship moved into full service. Over five months in Senegal, 736 people were treated. We also continued our vital work with local healthcare staff, training 658 clinicians – a legacy that lasts long after our ships have left port.

Closer to home, the UK team marked our 45th anniversary with a dinner attended by our international patron, HRH The Princess Royal. Princess Anne spoke about the role of volunteers in delivering the life-changing work onboard our hospital ships. At this dinner, we launched our new Volunteer Support Fund, which will enable more volunteers to become involved in our work.

I am very grateful for all of our faithful donors who are so steadfast in their support for this life-changing work, and for the dedicated volunteers who offer their time and professional skills to Mercy Ships. It's thanks to you that we are able to continue our work to change more lives, delivering surgery and healthcare to so many people.

Our UK supporters continue to do an incredible job spreading the word about our work and I'm constantly amazed by the creative ways in which you raise funds. Two examples that stood out for me are Emma Le Teace from the website *Emma Cruises*, who raised thousands of pounds selling her soft toys, while Stephen Chitty shared our message with millions of people thanks to breakfast TV coverage of his epic bus journey around England.

As we look forward to another year, it will be exciting to see the *Africa Mercy* return to service in Madagascar, where we expect to perform more than 1,150 surgeries. The *Global Mercy* will continue life-saving work in Sierra Leone.

I hope that this report will show you the impact of your support and continue to inspire you. Your generosity brings hope and healing to individuals and families facing desperate need – thank you for joining us on this journey.

Joanne Balaam
Chief Executive Officer, Mercy Ships UK

2023 in review: Igniting hope; multiplying impact

For Mercy Ships, 2023 was a year of renewed hope and impact reverberating through decades. In just one year, we launched two healthcare services in two different ports, serving patients from three different nations.

We started off the year by returning the *Global Mercy* to Dakar to begin her first surgeries, where she welcomed patients from both Senegal and The Gambia. A moment years in the making took place as 4-year-old Amadou climbed the gangway in search of healing – the first patient to receive surgery onboard the purpose-built new vessel.

Weeks later, Amadou walked down the same gangway – this time with straightened legs, a joyful smile and confidence for the future.

For crew onboard and our Mercy Ships community around the world, Amadou's journey was a special celebration of thanks and praise. It marked not only one life transformed, but the first of many to come on the *Global Mercy*.

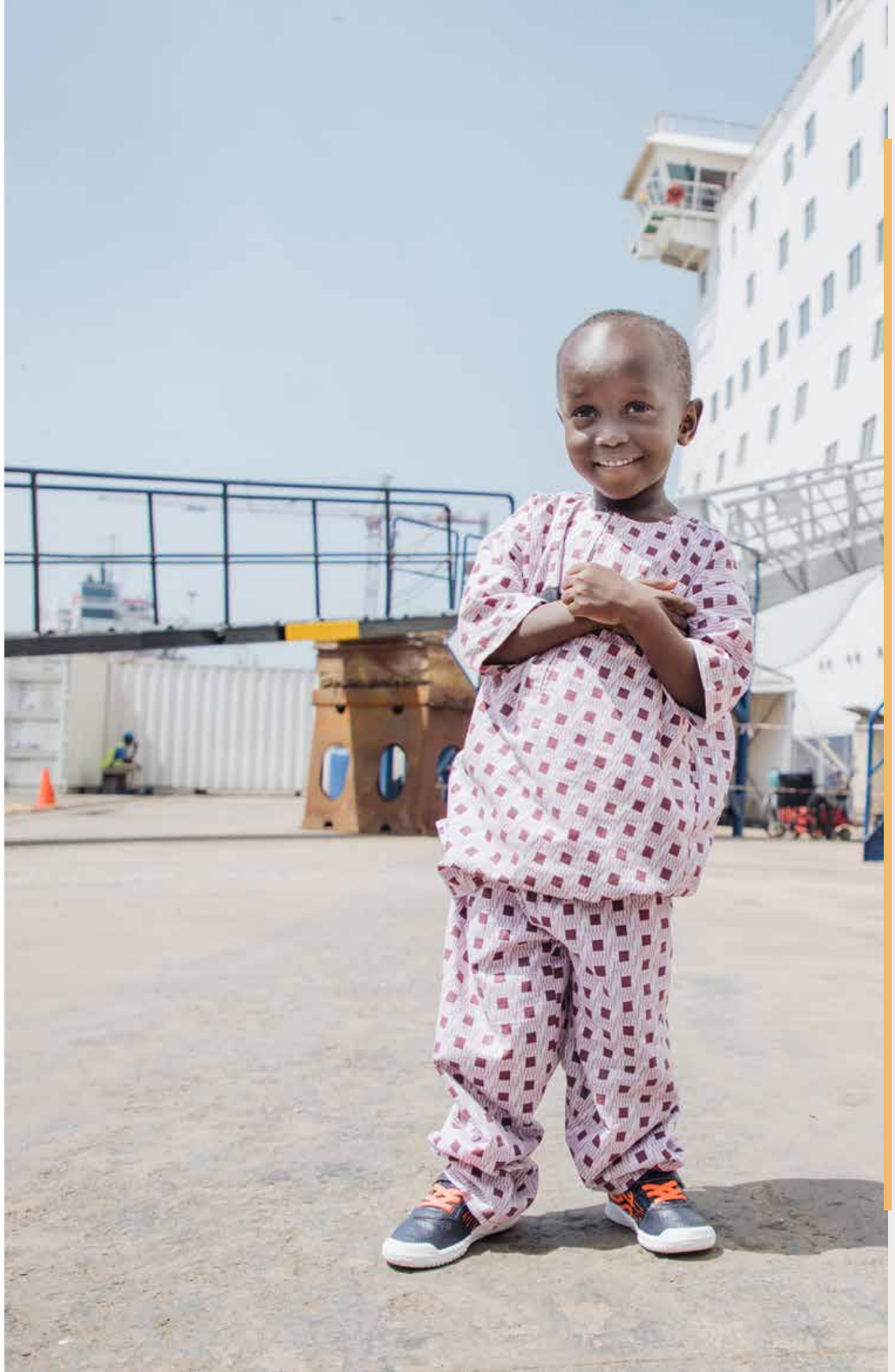
After five months of work in Senegal, where 736 patients received healing and approximately 600 healthcare professionals were trained across Senegal and The Gambia, the *Global Mercy* sailed to Sierra Leone. Her arrival in Freetown was a true homecoming, marking the sixth Mercy Ships healthcare service over the course of 30 years to this partner nation.

Meanwhile, hope continues to build as even more impact awaits. The *Africa Mercy* spent this year undergoing an extensive refit in South Africa, preparing to bring life-changing care to Madagascar in 2024. In Guinea, continued training and mentoring, as well as the ongoing construction of an expanded dental training facility, have made safe surgical care more accessible to many.

Thank you for being part of a truly monumental year, filled with both new beginnings and treasured reunions.

See the monumental impact just one year can make in our 2023 Year in Review video!

IMAGE:
Amadou, the first patient onboard the *Global Mercy*, during his final discharge.



8

COUNTRIES WITH ACTIVE PROGRAMMES

1,382

VOLUNTEER CREW FROM 71 COUNTRIES

661

NATIONAL CREW FROM SENEGAL, THE GAMBIA AND SIERRA LEONE

3,136

SURGICAL PATIENTS

4,804

SURGICAL PROCEDURES

56

DENTISTS TRAINED

11,223

DENTAL PROCEDURES

1,522

HEALTHCARE PROFESSIONALS TRAINED

105,123

HOURS OF HEALTHCARE EDUCATION AND TRAINING

Bringing transformation home | David Kpakiwa

The critical need for surgical care in David Kpakiwa's home country of Sierra Leone has always felt tangible.

"When I was a kid, my mum got sick and she needed surgery... but in our community, they could not provide that."

David began working long hours on the farm to support his family at the age of eight. Although his mother was finally able to get the help she needed, David never forgot the experience: "The memories are there. They're fresh."

> *"I honestly cannot express how much happier I am that I could actually serve my country."*

David's family is not unique. With fewer than three surgeons for every 100,000 people, estimates of the unmet surgical need in Sierra Leone reach as high as 91%.

That's why years later, as David prepared the way for the *Global Mercy* to arrive in Freetown, his job felt personal.

David first joined Mercy Ships as a volunteer in the housekeeping department in 2020. After learning that the *Global Mercy* would be traveling to Sierra Leone, he asked to join the Country Engagement Team as operations liaison. As part of the team paving the way for the ship to come to Sierra Leone, David's journey home had now begun.

"I honestly cannot express how much happier I am that I could actually serve my country. I look back and say, 'Oh, God has been faithful.'"

Most of all, he's excited to see lives transformed, for many more patients just like his mother.

Meet the surgeon behind the Global Mercy*'s first surgery*

Around 100 years ago, Rachel Buckingham's grandmother became a doctor at a time when some universities in the UK still barred women from qualifying as physicians. A century later, her granddaughter Rachel was the lead orthopaedic surgeon who performed the first-ever surgery on the *Global Mercy*.

While mother-of-three Dr Buckingham performed her surgeries, she also trained a Moroccan orthopaedic surgeon alongside her, Dr Mohamed Sabounji, who is committed to staying in Senegal to treat the Senegalese people.

"To our knowledge, Senegal does not have a paediatric orthopaedic surgeon. I am hopeful he will be their first," shared Dr Buckingham.

Just as her grandmother did before her, Dr Buckingham's determination and courage are seeing her help change the lives of those in the most urgent need.

IMAGE: Dr Buckingham mentoring Dr Mohamed Salsabil Sabounji.

Finding his place and purpose onboard

David Sandberg spent a year working on fishing boats in his home country of Sweden, so he was accustomed to the maritime life. But stepping onboard the *Global Mercy* was like entering a different world: "It's another life at sea here."

Onboard, David found a life rich with friendship, songs, prayer and praise. "People of all different personalities, people of all different outlooks on life," he said. "That's what I think makes Mercy Ships great." Through the community, he's also found a greater purpose in his daily work as a mariner.

"When you do the job, think about what this will accomplish," he said. "Even if you work as a deckie, and maybe don't get seen a lot ... you will save lives."

Donate to bring more hope and healing.

One port, two nations

In February 2023, the *Global Mercy* sailed into the Port of Dakar to begin her very first surgical work. Arriving in Africa and welcoming patients onboard meant the realisation of years of hoping, praying and planning for this ship. Finally, this purpose-built hospital ship was fulfilling her lifesaving mission.

During the five months of healthcare service in Dakar, Mercy Ships served two nations – Senegal and The Gambia – through one port, leading to many unforgettable life transformations.

As the *Global Mercy* departed in June 2023, it was a bittersweet goodbye. Senegal has been a tremendous partner to Mercy Ships through the years. It was in this partner nation that we christened the *Global Mercy* and hosted the Africa Celebration in 2022. It was also the site of the agreement of the Dakar Declaration, a commitment of African nations to strengthening access to surgical, obstetric and anaesthetic care in the coming years.

We celebrate not only our enduring partnership with Senegal, but also the collaborative spirit of the government to enable Mercy Ships to serve The Gambia this year.

"It [surgery] is life-changing. It has a ripple effect in the individual's life, in the community and in the family's life."

– Dr Ahmadou Lamin Samateh, Minister of Health of The Gambia

See the story behind our work in Senegal and The Gambia here.

1,564
TOTAL SURGICAL PROCEDURES

519
MAXILLOFACIAL

294
OPHTHALMIC

260
ORTHOPAEDIC

238
GENERAL

160
RECONSTRUCTIVE PLASTIC

93
PAEDIATRIC SPECIALISED GENERAL

IMAGE (OPPOSITE PAGE):
Satou, plastics patient, with Debz Kefford, ward nurse, on the dock.

Two hours of surgery, a lifetime of transformation

Malang was 2 years old when his legs started curving outward.

"I was very sad when I saw Malang walking like that. Sometimes his friends would run and leave him behind and he'd cry," said his father, Sadio.

However, a glimmer of hope appeared when Sadio learned Malang could receive help onboard the *Global Mercy*.

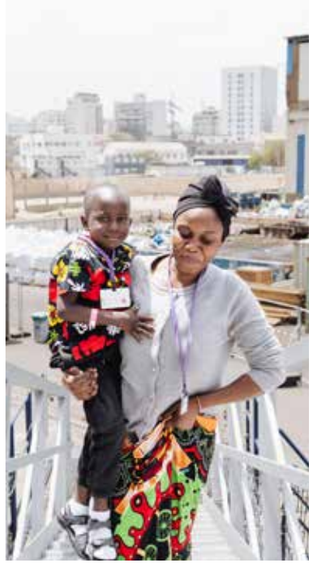
Surgery was the first step of many in Malang's transformation journey as intensive rehabilitation stretched before him. Yet Sadio's support remained unwavering. They celebrated together when Malang's casts were finally removed and he stood tall. Malang's journey toward a limitless future had begun!

Starting to recognise herself

"It's been almost eight years... I don't remember how my face looked without it," said 35-year-old Khadidiatou about the pear-sized tumour on her jaw. As a wife and mother of seven, the growing tumour began affecting her ability to care for her family and she withdrew into herself.

But after surgery on the *Global Mercy*, Khadidiatou's subdued personality began to change and blossom.

"I can start to recognise myself. I compared my photo from before and compared it to the one after... they are not the same," she said, celebrating her restored beauty.



Saikou, the first patient from The Gambia

In 2023, 79 patients from The Gambia walked up the gangway of the *Global Mercy*. It all started with healing the knocked knees of 4-year-old Saikou, whose mother Jainaba brought him on a gruelling 14-hour journey to the ship. Although he plays football and is an energetic little boy, Jainaba explained, "Pain is coming from inside. He is disturbed about it and he is worrying about it."

"My son is going to have surgery. I am grateful for that," celebrated Jainaba as they arrived for what would be a successful orthopaedic surgery for her son.

The long-awaited journey to healing

Samba waited 56 years for cleft lip surgery. At long last, he found hope and healing with Mercy Ships.

His cleft lip had brought Samba unwanted attention his whole life, so he had learned to live in the shadows. But since his healing onboard the *Global Mercy*, he shared that neighbours and friends have begun to rally around him in a way he'd never experienced. "It changed a lot – I've changed. I don't look like the man I used to be," he celebrated after returning home to his farm in rural Senegal.

"There is undoubtedly a change in his eyes," marvelled Dr David Chong, the volunteer surgeon from Australia who performed Samba's cleft lip surgery. "It's just the soul coming from his eyes as he realises who he is – maybe not even who he is, but who people can see him to be now."

"Working on the ship really feels like, to a much greater degree, medicine as it's supposed to be. You can see more directly the impact on patients, and on their families, and on their communities."

– *Dr Mark Shrime, Mercy Ships International Chief Medical Officer*

Watch Samba's story here!

658

PARTICIPANTS

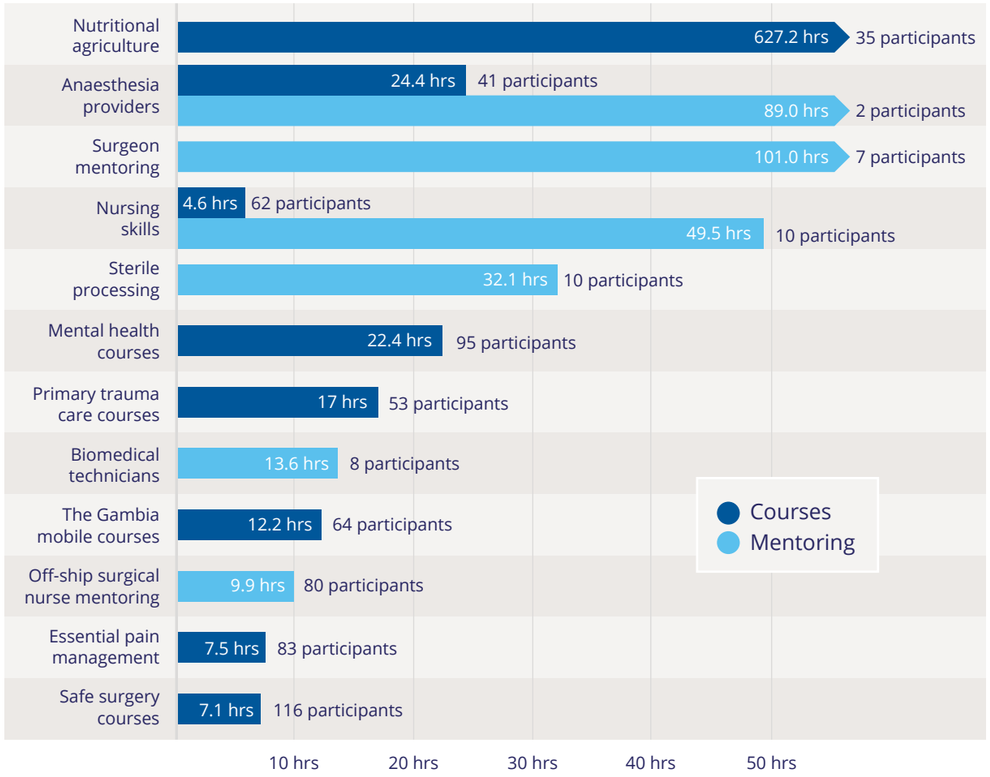
31,087

TOTAL HOURS OF TRAINING

Bringing Education, Training, and Advocacy to Senegal and The Gambia

We are grateful for the Education, Training, and Advocacy (ETA) programmes in 2023. Valuable training programmes took place in Senegal and The Gambia, with more than 600 healthcare professionals strengthening skills and learning new ones. This focus on long-term education and individual growth ensures a lasting impact and sustainable development for surgical systems in Senegal and The Gambia.

Average participant hours per project



Training that saves lives: Dr Camara's story

As a young boy, Dr Abraham Camara was puzzled when neighbours came to seek medical help from his father, a high school teacher.

"He was the only person who had gone to university and he worked for the government… so they thought he would know a lot about healthcare," explained Dr Camara.

His father embraced the responsibility, offering help and guidance. Watching his father in action planted a dream to go into medicine: "I wanted to change lives and help, just like my father."

For the past 12 years, Dr Camara has been working toward becoming a specialised surgeon. But first, he needed more training.

He connected with the Pan-African Academy of Christian Surgeons (PAACS), an organisation Mercy Ships partners with to provide an opportunity for PAACS residents to experience specialised residency rotations onboard the hospital ships.

Through this partnership, Dr Camara boarded the *Global Mercy* to train with South African reconstructive plastics surgeon Dr Tertius Venter in the operating room over the course of six weeks. Scrubbing in alongside Dr Venter was an opportunity to learn from an expert in the field and expand his understanding of quality patient care.

He departed the ship confident about the future impact he can make as a surgeon, armed with skills honed through years of training – and the compassion he first learned from his father.

IMAGE: Dr Abraham Camara (right) operates alongside reconstructive plastic surgeons Dr Tertius Venter (centre) and Dr Guido Köhler (left).

"Building strong relationships with surgical providers in Senegal, we were able to support providers previously trained as trainers to be the lead facilitators on several courses."

– *Erin Muyres, Senior Director for Education, Training, and Advocacy*

"There is so much we can accomplish together as we build towards a future of safe and affordable surgery for all. Creating meaningful partnerships… can go a long way to addressing the immediate needs of the people."

– *Dr Serigne Gueye Diop, Minister Advisor to the President of Senegal*

Watch Dr Diop's full video here!

A special homecoming to Sierra Leone

Thanks to an invitation from the government of Sierra Leone, Mercy Ships arrived in the Port of Freetown in August 2023 to begin a 10-month period of service. This marked the sixth Mercy Ships visit to Sierra Leone over the course of 30 years – and the very first visit for the *Global Mercy*.

As we close 2023 at the halfway point of our service, we are on our way to accomplishing our goal of providing more than 2,000 safe, free surgeries in Sierra Leone. In 2023, Mercy Ships' volunteer crew welcomed 736 patients onboard for a total of 1,132 surgical procedures. Hope and healing came to life in the wards as patients recovered from long-awaited surgeries. This year, surgical specialties included maxillofacial and ENT, reconstructive plastics, ophthalmic, paediatric specialised general and general. In 2024, we are excited to complete this field service in Sierra Leone and make surgical care accessible to many more people.

Every single surgery that takes place onboard is more than just a number. It represents a new beginning in someone's life – and means restored hope and freedom for their families and communities.

"It's a privilege for us to be able to host the president and the ministers of cabinet that we had today... it signifies a partnership between Mercy Ships and the people in the nation of Sierra Leone. It's wonderful to be together on this mission."

– *Joff Williams*
Global Mercy *Managing Director*

Watch the *Global Mercy*'s exciting welcome to Sierra Leone!

SO FAR IN SIERRA LEONE

1,132
TOTAL SURGICAL PROCEDURES

353
OPHTHALMIC

213
GENERAL

298
MAXILLOFACIAL

212
RECONSTRUCTIVE PLASTIC

56
PAEDIATRIC SPECIALISED GENERAL

IMAGE (OPPOSITE PAGE):
Harry Kargbo, a Country Engagement Team member from Sierra Leone, celebrates on the dock as the *Global Mercy* arrives in Freetown.

"The formidable challenges we face are matched only by our resolute determination to overcome them. The docking of the Global Mercy *will mark a transformative milestone on this journey, a before and an after, but our voyage will continue from there."*

– *Dr Mustapha S Kabba, Deputy Chief Medical Officer for Clinical Services, Ministry of Health and Sanitation*

Scan to hear more from Dr Kabba!

"God with us": Emmanuel's story

Emmanuel, the first patient to come onboard the *Global Mercy* in Sierra Leone, walked up the gangway hopeful that surgery would remove his tumour and forever change his life. With his 43rd birthday taking place days earlier, Emmanuel celebrated his "double portion of blessings".

After four years of struggle, the surgery to remove Emmanuel's tumour took just 48 minutes. He had kept the surgery a surprise – but one look at himself afterwards left him calling his family to share the good news!

IMAGES:
Emmanuel before and after surgery.

New hope for Naserry

Naserry was a joyful child, even after her arm was severely burned in a farming accident. Her aunt Salamatu has high hopes for her niece, who dreams of becoming a lawyer one day, but school has been tough – not academically, but socially. Other kids tease her about her disability, although Salamatu contends that Naserry can do more with one hand than they can with two.

After finally receiving healing, one can only imagine how much Naserry will be able to light up a room!

IMAGE:
Nassery in rehab after her surgery.

IMAGE: Martha Kailondo, ETA participant, during a simulation in an operating room on the *Global Mercy*.

Expanding Sierra Leone's surgical capacity through Education, Training, and Advocacy

In addition to providing surgical care onboard, Mercy Ships was committed to helping strengthen Sierra Leone's surgical and anaesthetic systems. In 2023, 54 healthcare professionals received in-depth training and mentoring across areas such as nurse anaesthesia and peri-operative nursing. We welcomed all the surgical and anaesthesia residents in Sierra Leone on board for training alongside our hospital teams. Mercy Ships worked in collaboration with the leadership of Sierra Leone, as well as partners such as Connaught Hospital in Freetown, the Pan-African Academy of Christian Surgeons and the West African College of Surgeons, to make these educational opportunities possible. An ongoing partnership with Connaught Hospital in Freetown opened the doors to 43 local healthcare professionals receiving hands-on training onboard.

Mercy Ships is sponsoring five Sierra Leonean dental students to study at a partner dental school, Université Gamal Abdel Nasser de Conakry in Guinea, in order to bring dental care and education back home.

"I'm excited that we will be able to be a part of training Sierra Leoneans and enabling them to provide surgery for their people. This is what multiplying impact looks like."

– *Dr Sandra Lako, Mercy Ships Sierra Leone Country Director*

Education, Training, and Advocacy

In 2023, we adapted our programme strategy to focus our work on developing relationships with key partners in Africa, formalising educational opportunities onboard our vessels, and designing projects to measure impact. Mercy Ships has long been committed to training and education, so this foundation was already in place, but this year we deepened our focus on long-term surgical education in our African partner nations.

This includes establishing lasting partnerships with universities in host nations to offer joint programmes, such as the Guinean students currently earning specialised dental degrees in Morocco. We are also working toward providing 6-month to 1-year fellowships on specialised surgical training in areas not available in the host country. In Sierra Leone, these residencies are underway, with professionals participating in surgical and medical anaesthesia residencies.

Mercy Ships' direct advocacy activities include peer-reviewed scientific publications about the work that we do and having a presence at international meetings, such as the G4 Alliance, the UN General Assembly and the World Health Assembly, with the solemn aim to activate and further develop surgical education and surgical ecosystems. We also support the rollout and adoption of the Dakar Declaration by the African Union, as spearheaded by signatory countries.

> *"Using the ship as the catalyst, we are going to grow our investments in land-based, long-term projects and are looking forward to seeing how Mercy Ships can partner to see each country's vision for surgical care realised."*
>
> *– Erin Muyres, Senior Director of Education, Training, and Advocacy*

Hear from Mercy Ships ICMO Dr Shrime about the new programme strategy.

IMAGE:
Students from Université Gamal Abdel Nasser de Conakry in Guinea are currently gaining their dental specialisations at a partnering institution, Mohamed VI University, in Morocco.

Christmas appeal match success

The Mercy Ships UK Christmas appeal was given a substantial boost, thanks to a generous offer by a supporter to match every pound donated. This meant that all of our donors' gifts were doubled at no extra cost to them.

Our incredible supporters gave so generously, donating £343,056. Thanks to the match funding donation, we could double our impact, raising £686,112 to bring hope and healing to more children and families.

The Christmas story of little Umu in Sierra Leone touched hearts across the UK and gained national media attention, with stories in newspapers reaching millions of readers.

Umu was born with a large tumour on her face, and as she grew, her tumour did too. Umu found it hard to swallow food and was often sick. Her mother Yei was deeply worried for her little one, growing more and more afraid that her beautiful baby would die.

She visited many hospitals, desperately looking for help for baby Umu. But there was not a single surgeon who was able to treat Umu's condition in Sierra Leone.

Yei bravely held onto hope. After three long years, she heard that Umu could be helped onboard the *Global Mercy*. When our Mercy Ships surgeons saw Umu, they operated straight away.

"When Umu's surgery was successful, I cried tears of joy. I feel like a burden has been lifted from my shoulders."

– Yei, Umu's mother

Help Mercy Ships perform more surgeries for children like Umu.

The tumour was growing dangerously close to her airway – there was no time to waste.

Umu woke up from surgery to see her mum smiling down at her. As Umu looked in the mirror, she beamed. Her tumour was gone.

After her surgery, Umu is able eat much more than she could before. She's already grown taller and stronger. Now back at home, Umu has started school. Her family are full of hope for her future.

Thanks to our generous supporters, we can share hope with many other patients who are eagerly waiting to receive free, life-changing surgery just like little Umu.

£686,112
INCOME TOTAL

6,265
NUMBER OF DONATIONS

£55
AVERAGE GIFT

38
RECURRING DONATIONS

IMAGES:
Umu with her mother Yei and before surgery.

Dr Keith Thomson: A life well-lived

It is with great sadness that we heard of the passing of Dr Keith Thomson in April 2023. A man of great passion and generosity of spirit, 'Dr Keith', a British anaethetist, initially signed-up to volunteer with Mercy Ships for three weeks. He went on to volunteer as an anaesthetist 24 times from 1991 to 2007 and became involved in medical training to strengthen African health systems. His tireless work has helped ensure the transfer of skills and improved care for generations to come.

When Dr Keith was honoured for his work with Mercy Ships by the Association of Anaesthetists, he explained his motivation.

"The most rewarding aspect is seeing the patients after surgery and realising that their lives have literally changed overnight," he said. "Their surgeries aren't just operations – they give them back hope and a chance to lead a normal life. My experiences with Mercy Ships have been the most rewarding of my life."

Dr Keith was often joined by his family, with his wife Fiona, son and daughter all volunteering together.

Dr Keith generously donated several Land Rovers so our medics could reach remote hospitals. He raised funds for seven new anaesthesia machines for our onboard operating theatres, and he forged many lifelong friendships through Mercy Ships.

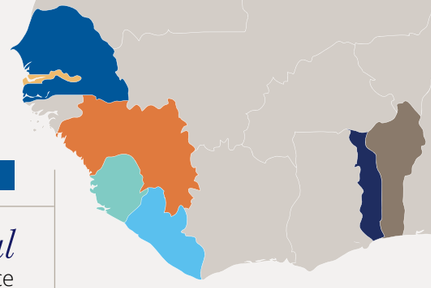
After he retired in 2014, Dr Keith continued to play a vital role as a Mercy Ships International and Mercy Ships UK Board member.

Mercy Ships UK Chief Executive Officer Joanne Balaam said: "It is hard not to be inspired by Dr Keith's insatiable desire to help people. He has faithfully mentored the next generation of surgical and medical professionals. The impact he has left will continue to be his legacy."

It is with a depth of gratitude that we remember our friend Dr Keith, and we continue to build upon his lasting legacy of hope.

Impact and partnership across Africa

Mercy Ships' programmes, partnerships and projects across Africa this year led to lives transformed and lasting impact. While our hospital ships were actively serving Senegal, The Gambia and Sierra Leone through the course of the year, the work didn't stop there. With approximately 9 in 10 people lacking access to safe, timely and affordable surgical care in sub-Saharan Africa, we aim to make a difference for as many as we can through our country engagement model. In 2023, this included...



Senegal

With the *Global Mercy* ending her field service in Dakar in June, 657 Senegalese patients received surgery and 518 healthcare participants were trained in 2023.

The Gambia

A total of 79 patients from The Gambia received surgery through the Port of Dakar, as well as 140 healthcare professionals receiving training.

Guinea

Partnerships with Université Gamal Abdel Nasser de Conakry in Guinea flourished in 2023, allowing us to invest in programmes such as dental education, anaesthesia provider training, biomedical engineering training and more.

Sierra Leone

In August, the *Global Mercy* arrived in Freetown for a 10-month field service, beginning with 1,132 surgical procedures in the latter half of the year.

Liberia

Anaesthesia machine donations and anaesthesia training for 354 participants will lead to safer surgical practices in Liberia, while follow-up nutritional agriculture training for 24 Food for Life participants promotes healthier futures for their communities.

"Since I was 12, I have been dreaming about a place where people can come to have surgery or other treatments... I want to have a place like that in Africa where if I go there, I'm sure that things will be good. The goal is not just doing something but doing something at the best level."

– Dr Alida Ngandjio Sidi, mentee surgeon

Togo

Partnerships with two cataract-focused NGOs allowed us to fund 1,974 surgeries, restoring sight to 1,688 people.

Benin

34 Food for Life participants received training in nutritional agriculture, and 101 participants expanded their skills through an Essential Pain Management course and Training of Trainers course.

Madagascar

In Madagascar, the Country Engagement Team paved the way for next year's field service, including organising upcoming patient assessment and selection.

South Africa

Eight SAFE obstetrics and paediatric courses for 223 participants, as well as the refit of the *Africa Mercy*, took place in South Africa this year.

Madagascar

IMAGE:
A surgical skills training at CHU Hospital in Antananarivo, led by 2015-2016 Mercy Ships trainee Prof Fanjandrainy Rasoaherinomejanahary.

"I hope that one day, we will have equipment in Madagascar to enable us to better treat patients and to carry out all the treatments here. That applies to training too. I dream of being able to have a fully equipped faculty of medicine with simulation labs; a place where we can teach to standard and where we can really teach with pleasure. That is my dream for Madagascar."

– *Prof Fanjandrainy Rasoaherinomejanahary*

In 2023, Mercy Ships activated a Country Engagement Team based in Madagascar to prepare the way for the *Africa Mercy*'s arrival in February 2024. This long-term country engagement model is part of Mercy Ships' approach of building lasting relationships and modifying our approach to fit the unique needs and goals of each partner nation. A key piece of our engagement in Madagascar included laying the foundation for upcoming patient assessment and selection across different regions of the country once the ship arrives.

In collaboration with the Ministry of Health, Mercy Ships aims to provide free surgeries for a range of surgical specialties, as well as targeted training for healthcare professionals.

This will build upon a legacy of impact in the country. Over the course of our three previous healthcare services, more than 6,425 surgical procedures and 52,397 dental procedures were performed in Madagascar. More than 2,000 healthcare professionals have received training.

Senegal

IMAGE:
VAST training participants at the Simulation Centre at Cheikh Anta Diop University.

The 2023 healthcare service of the *Global Mercy* was the latest chapter in a five-year-long journey with Senegal – but it's not the end. Mercy Ships is deeply grateful for the strong partnership we have built with the Senegalese government over this season, and we believe Senegal will continue to be a leader for improving access to surgical, obstetric and anaesthetic care in the region. While our hospital ships have departed Senegal for the time being, our relationship with this nation will continue in exciting new ways.

Our long-term commitment to West and Central Africa will be further cemented through the establishment of the Africa Service Center (ASC), a long-term operational Mercy Ships office in Dakar, Senegal. The ASC will serve as a hub for Mercy Ships programmatic activity in Africa and strategically support the implementation through teams on the ground. Along with Mercy Ships country engagement teams, the ASC will enable Mercy Ships to work faster and more efficiently across the continent. It will serve as a constant, physical presence to strengthen relationships with the nations who host our hospital ships and teams.

"The Africa Service Center is set up to have a regional presence in Africa, which also supports the Country Engagement Teams. In the coming year we hope to build out the ASC further."

– *Bernard van den Bosch, Africa Service Center Director*

IMAGE (OPPOSITE PAGE):
Dental students at the Gamal Abdel Nasser University of Conakry (UGANC) in Guinea.

IMAGE (RIGHT):
New clinical training centre under construction at the UGANC dental school.

IMAGE (FAR RIGHT):
A nurse anaesthesia training held at a renovated classroom on the UGANC campus.

Discover how a partnership with one university is transforming the future of dental care in Guinea.

Guinea

Since 2018, Mercy Ships has sustained a long-term partnership with Université Gamal Abdel Nasser de Conakry (UGANC) dental school. This initially involved supporting the renovation and equipping of the dentistry department, including building a dental simulation room, training lab and clinical suite. This partnership also includes direct training and mentoring of dental students, supporting dental school graduates to open their own clinics in rural areas of Guinea and partnering with NGO Hope Ignited to open the first paediatric centre of excellence in the country.

In 2023, Mercy Ships continued partnering with UGANC to support a variety of programmes in the university, including biomedical technician and nurse anaesthesia training, as well as sponsoring nine dental graduates to obtain specialised degrees at a partner university in Morocco. Once these residents complete their studies, they will return to Guinea to become teachers and leaders, passing on their specialised education to the next generation of dentists.

This year, our partnership with UGANC added an exciting new dimension, as we facilitated a new partnership with the University of Sierra Leone (USL), as well. We began supporting five Sierra Leonean dental students to learn French and gain their dental degrees in an exchange programme between USL and UGANC. Once they have obtained their diplomas, these five dentists will return to Sierra Leone, a nation with only six current practising dentists, to expand its workforce.

In 2023, Mercy Ships also invested in the construction of a new clinical training centre on the UGANC dental school's campus. Once completed, this building will more than double the current capacity for students to learn, observe and practise, enabling even more dentists to reach a higher level of dental expertise.

"You need to first put your resources into the people and then allow them to develop, allow them to mature, allow them to grow, allow them to be the leaders. And then you expand the dental school and now all of a sudden, you have people that are wanting to come and you're making fantastic dentists throughout the country."

– *Dr David Ugai,*
Mercy Ships Guinea Country Director

"When you are specialised, you have a field in which you can excel. That is what motivated me: to have a field where I can use my competencies. Currently, we are at the bottom of the ladder - but if we have more specialists... It will change dentistry in Guinea."

– *Dr Adama Tounkara,*
UM6SS Dental Resident

Togo

IMAGE:
A patient cheers after her sight has been restored with surgery in Elavagnon, Togo.

Mercy Ships continued building upon strategic partnerships in Togo with a focus on ophthalmic surgery and training, contributing to sight restored for 1,688 people. These partnerships include supporting Sight.org, a Togo-based NGO, where we contributed to 843 cataract surgeries in 2023.

Mercy Ships also continued supporting the cataract surgical training institute of Dr Wodome, a former Mercy Ships surgical trainee who has become the nation's leading ophthalmic surgeon. He is now also serving as Mercy Ships Ophthalmic Specialty Consultant. This year, we funded 1,131 cataract surgeries at his clinic, as well as supporting the ongoing training of 10 surgical residents.

Benin

In Benin, Mercy Ships provided over 26,869 hours of nutritional agriculture training to 34 participants through the Food for Life programme. Later in the year, 101 participants expanded their surgical care skills through an Essential Pain Management course. Both courses included a corresponding Training of Trainers component, allowing new knowledge to be passed forward.

South Africa

Mercy Ships conducted eight Safer Anaesthetics from Education (SAFE) courses across South Africa this year. Led by Mercy Ships crew and staff, in tandem with partnering hospitals around the country, these courses included both SAFE Obstetrics and SAFE Paediatrics. Several of the courses included a Training of the Trainer component, equipping course participants to pass on their knowledge and train others in the same material.

Liberia

IMAGE:
Participants during a Safe Surgery course in Liberia.

In partnership with the Ministry of Health, Mercy Ships worked alongside the healthcare system in Liberia to provide anaesthesia machine donations and train 354 training participants in 2023. These included a range of courses such as Safe Surgery, Neonatal Resuscitation, Primary Trauma Care, Nurse Training, Nutritional Agriculture and Mental Health.

As part of its long-term country engagement model, Mercy Ships also conducted a series of follow-up visits to evaluate and monitor the ongoing impact of previous training courses. In 2023, these follow-ups included revisiting previous participants in Nurse Training,, Mental Health, Primary Trauma Care and Food for Life training.

We continued to partner with Lifebox to implement their CleanCut programme, which empowers surgical teams in partner hospitals to monitor and evaluate patient outcomes, and also ran a leadership training programme in partnership with VID, a Norwegian university.

"Mercy Ships has always been there for the people of Liberia. You've made a lot of sacrifices ensuring safe healthcare delivery. You've conducted workshops, trainings, and immense donations. Look around the entire country and see how many Glostavent Anaesthesia System machines have been donated for safe surgeries!"

– Dr Wiyatta Diggs, Physician Anaesthesia Provider

Extending the lifespan of the Africa Mercy

IMAGE:
Volunteer Polynice Gnimassou makes use of new galley additions, including a separate bakery and hospital galley area, as well as brand new ovens to maximize efficiency and food quality.

IMAGE BELOW RIGHT:
Dining room renovation included new booths and sound-dampening panels.

From March to December 2023, the *Africa Mercy* underwent a transformation in Durban, South Africa. During this time, the *Africa Mercy* was refitted to extend her lifespan, allowing her to continue serving as a vessel bringing hope and healing for years to come.

The refit improved areas across the entire ship. The hospital was remodelled, and the new radiology, lab, pharmacy and sterilisation equipment set up. These key hospital updates will allow Mercy Ships to provide an even higher standard of care to patients who come onboard the *Africa Mercy* in the future.

Other primary projects included maintenance and repair of the hull and rudders, as well as a complete renovation of the dining room and galley.

The information technology system was also upgraded, enhancing the ship's functionality and performance within her operating theatres.

Your gifts can help us deliver more surgeries on board the transformed *Africa Mercy*.

IMAGE:
The installation of new X-ray and CT machines will enable advanced diagnostic photos, allowing medical crew on board to respond with enhanced speed and accuracy.

"God has blessed us with an amazing vessel with which to serve as his hands and feet. With regular maintenance, the Africa Mercy *is equipped to serve the people of Africa into the 2030s. We are overwhelmed by the amazing partnerships in South Africa that allowed us to continue the rich legacy of the* Africa Mercy*!"*

– Robert Corley, Mercy Ships Chief Operating Officer

IMAGE:
The *Africa Mercy* spent a month in dry dock for propeller, shaft, hull and rudder repairs and cleaning.

Mercy Ships' environmental, social and governance initiatives

In 2023, Mercy Ships continued building upon its commitment to leaving a lasting impact on the health of people and communities in sub-Saharan Africa, using its state-of-the-art hospital ships and in close collaboration with local partners and stakeholders. In the spirit of our core values to strive for excellence across all areas of operations, we are committed to upholding the highest environmental, social and governance (ESG) standards.

Each Mercy Ships vessel meets or exceeds all international environmental standards and regulations, including those relative to the environment, in particular the International Convention for the Prevention of Pollution from Ships (MARPOL), the main international convention covering prevention of pollution of the marine environment by ships from operational or accidental causes. Mercy Ships' newest hospital ship, the *Global Mercy*, was purpose-built with energy efficiency as a major component of her design. It lays a roadmap for Mercy Ships' commitment to designing future eco-friendly vessels with energy efficiency in mind, expanding our positive impact on African partner nations while minimising our impact on the environment. To maintain optimum safety and efficiency levels, ship operations are surveyed annually by Lloyd's Register.

Key features on board the vessel include modern and efficient systems that provide reliable power, clean water and air conditioning for the hospital and crew, all of which reduce the ship's total energy consumption relative to earlier generation vessels. Additionally, filtering and treating air conditioning condensate water for technical uses on board reduces total potable water use by approximately 50 per cent.

From a social perspective, the core of Mercy Ships' mission is tangibly improving the lives of individuals and communities through the delivery of direct surgical services and education, training and advocacy programmes to its partner African nations. Since 1978, the organisation has used its model of hospital ships to provide more than 117,000 life-changing and lifesaving surgical procedures across a range of surgical specialties that are often inaccessible, unaffordable, or unsafe in the countries we serve. In tandem with these direct medical services, Mercy Ships has trained over 54,300 local professionals in their area of expertise, leading to stronger surgical care systems in the long term.

This transformative work is made possible by a crew of volunteers serving on board as well as staff working around the world, all of whom Mercy Ships is dedicated to supporting as they live out their mission. In 2023, Mercy Ships continued to invest time and resources to assess the workplace culture and ensure staff and volunteers are represented and heard, allowing us to better fulfil our mission and create a work environment where everyone feels valued.

Mercy Ships' governance model includes oversight from the Mercy Ships International Board of Directors consisting of men and women with diverse profiles from around the world. The Mercy Ships brand represents our hospital ships operating in host countries in Africa, 16 affiliated independent charities around the world under the name Mercy Ships that raise funds and recruit volunteers to staff and run our hospital ships and related operations, our headquarters in Texas, USA, and an Africa Service Center headquartered in Dakar, Senegal. Each national office is an independent charity organised under the laws of its respective country, has its own Board of Directors and complies with each country's specific legislation for non-profit, non-governmental organisations. Mercy Ships currently operates a two-ship fleet consisting of the *Africa Mercy* and the *Global Mercy*, each of which is led by a managing director and management team that reports directly to Mercy Ships' executive leadership.

Looking forward: Bringing hope and healing

As we close another impactful year, we look ahead with anticipation toward the future. In 2024, we activate an operational two-ship fleet working across Africa to make hope and healing tangible for more lives than ever before.

In early 2024, upon the invitation of the government, the *Africa Mercy* sailed to Toamasina, Madagascar, to begin an initial 10-month period of work. During this time, we look forward to providing safe, free, specialised surgeries onboard as well as providing training to healthcare professionals across the surgical ecosystem. We are honoured to be welcomed to build upon years of incredible partnership with Madagascar and continue strengthening the nation's surgical system together.

Meanwhile the *Global Mercy* will complete the remainder of her work in Sierra Leone in the first half of 2024. Patients will come onboard to receive their long-awaited surgeries and experience compassionate care from volunteers and national day crew as they recover. Residencies onboard, as well as training and mentoring opportunities, will continue to take place, paving the way for an equipped and empowered Sierra Leonean healthcare workforce. We are grateful to have been invited by the President of Sierra Leone to return to Freetown after a brief maintenance period for an additional healthcare service in 2024, allowing us to further build upon education, training and advocacy efforts and provide even more surgeries to answer the nation's great surgical needs. In Guinea, we eagerly anticipate the opening of the expanded dental training facility at the Université Gamal Abdel Nasser de Conakry, and seeing how this partner school will continue influencing many even beyond its borders.

As we look to the future with excitement and hope, we ask you to join us in praying for all that is to come. For the volunteer professionals needed to staff a two-ship fleet, for the ongoing development of five-year country engagement plans for next year and beyond, and for all the lives who will come onboard for healing.

A gift today will mean whole communities can look forward to healthier, happier futures.

Taking Mercy Ships to the big screen

Mercy Ships has a new way to engage supporters and recruit volunteers by taking the cinema to them.

A portable 100-seat cinema at the UK's biggest Christian festival, *The Big Church Festival,* screened an inspiring film created with Christian television channel TBN. The moving film shows life onboard and follows a little girl, Sira, through surgery and recovery, and her return home.

Cinemagoers scanned a QR code on entry; this generated an email with a link to the film they could share, along with ways to contact Mercy Ships, resulting in a highly successful recruitment of new supporters.

A smaller cinema was used for the *New Wine* festival. The Mercy Ships cinema will continue in 2024 with a new film.

IMAGE):
The pop-up cinema

Watch the inspiring Mercy Ships film that captivated audiences throughout the summer.

Creative fundraising by sea, bus and plane

Emma Le Teace and her rescue cat Hudson have a huge social media following for her cruise travel reviews website *Emma Cruises*, with nearly 300,000 people subscribing to her YouTube channel.

When Emma first released a plush version of her cat dressed as 'Captain Hudson', she donated all the money to Mercy Ships. She has now sold more than 5,000 toys and raised £45,000. Emma plans to create a new version in 2024. She explained: "My followers know that by buying a Captain Hudson they are changing lives."

Adventurous grandfather Stephen Chitty decided to raise awareness of Mercy Ships by travelling to every corner of England entirely by public buses. During his epic 40-day journey, Stephen travelled on 117 buses and slept in 30 beds.

His story gained national media attention, and his BBC interview reached millions of people. Stephen was inspired by his daughter, Lizzie, who has volunteered with Mercy Ships as a nurse seven times.

Not to be outdone, John Dawson took to the skies, with a wing walk on a vintage biplane, which was an impressive way to celebrate his 80th birthday.

He said: "Mercy Ships for me is the epitome of what we should do as people, helping those who are in such need."

IMAGES (LEFT, TOP TO BOTTOM) :
Emma Le Teace's popular 'Captain Hudson' soft toys alongside the real cat who inspired them.
Stephen Chitty during his epic bus journey around the country.

Celebrating our 45th anniversary and the new Volunteer Support Fund

At the Mercy Ships 45th anniversary dinner, HRH The Princess Royal celebrated the role of volunteers in delivering the life-changing work onboard our two hospital ships. Princess Anne, who became the Patron of Mercy Ships International in 2020, is a long-term supporter of the charity.

HRH The Princess Royal launched our new Volunteer Support Fund, to pave the way for more volunteers to get involved in the life-saving work of bringing surgical care to those who need it most.

She spoke about the work of the many volunteers who have played a vital role in enabling Mercy Ships to change lives over the past 45 years and the opportunity the new fund will bring. Princess Anne explained that the fund aims to bring a new generation of volunteers from across the globe onboard and give them the opportunity to learn alongside international colleagues and bring those skills back to their own countries.

It is hoped the fund will remove the financial burden and make the opportunity to volunteer more accessible to everyone who has the desire to use their expertise and skills for Mercy Ships. The fund is imperative to our success as our volunteer needs will double in 2024, with two ships in service. This will require approximately 3,000 volunteers.

Dr Rachel Buckingham, Consultant Paediatric Orthopaedic Surgeon at the Oxford University Trust, also spoke at the dinner. She explained why she gives up her annual leave to volunteer onboard and what a privilege and joy it is for her to see the lasting legacy left to the patients and in-country professionals she mentors and trains.

IMAGE:
HRH The Princess Royal meets Fiona Thomson and Dr Rachel Buckingham at the event.

Financial Review and Strategic Report

Summary

Mercy Ships UK income held up in 2023 in what was a challenging year for fundraising. The charity saw an increase in regular supporters and has seen continued success with donors committing to support our future work. This was fuelled by integrated campaigns, events and conferences to share the compelling stories of the transformed lives of both our patients and volunteer crew.

The five-year trend has seen growth of 40% (2019: £7.0m; 2023: £9.8m); this achieved during a turbulent period globally and in the UK.

Income

Total income for the year was just over 1% down on the previous year (2022: £9.9m 2023: £9.8m). Legacy income of £1.9m (2023: £2.4m) represented 20% of income (2022: 25%), highlighting 9% growth in non-legacy income to £7.9m (2022: £7.5m).

Once again, the response to fundraising campaigns remained strong, with many regular supporters giving additional gifts. In 2023, we gained more donors than we lost. Our Summer Match fundraising appeal was our best ever, generating just over £280k. Corporate fundraising and support from shipping companies through our Cargo Day partners continues to grow, making a significant contribution for the year. In September, we were delighted to have HRH Princess Anne, our International Patron, as the guest of honour at a successful fundraising event.

In 2023, our new ship the *Global Mercy* commenced its first field service in Senegal before moving on to Sierra Leone in August. The *Africa Mercy* underwent a 10-month refit ahead of its deployment to Madagascar in 2024.

Expenditure

This year, total charitable expenditure increased by 9% to £7.2m (2022: £6.6m) and was used for supporting our hospital ships, crew and volunteers in delivering vital free healthcare to people facing desperate need in some of the world's poorest countries.

2023 expenditure included £1m of capital grants (2022: £24k) reflecting MSUK's commitment to our ships and operational infrastructure.

Reserves Policy

The Directors review the reserves policy annually. In recognition of the increased responsibilities the UK is undertaking towards the expanded fleet, the Directors require Mercy Ships UK to hold reserves to cover a minimum of six months' total expenditure, based on the annual budget as agreed by the Board (these should be covered by unrestricted reserves). Restricted funds are not included in the reserves policy, as the Directors have no discretion over how they are spent. If the Directors choose to designate funds, these will not be included in the reserves policy, as they are held for a designated purpose.

Funds

At the end of 2023, total funds stood at £6.9m (2022: £6.7m). Restricted funds amounted to £0.03m at the end of 2023 (2022: £0.74m) and are subject to conditions imposed by donors or the nature of the appeal.

On 31 December 2023, unrestricted funds are £6.9m, of which £6.6m are free reserves. This represents 7.6 months' operating costs for the 2024 total budget. Therefore, the excess of free reserves over our reserve policy allowed the Board to approve an additional grant of £750,000 on 14 March 2024.

Going concern

We have set out above a review of the financial performance during the financial year and our reserves position at the year end. We have adequate financial resources and have the structures in place to manage the business risks. In addition, our budgeting and forecasting processes have taken into consideration the current economic climate and its potential impact on both our various sources of income and our expenditure. We have a reasonable expectation that we have adequate resources and control mechanisms to continue in operational existence for the foreseeable future. Further, we believe that there are no material uncertainties that may cast doubt on the charity's ability to continue as a going concern. Therefore, we continue to adopt the going concern basis of accounting in preparing the annual financial statements.

Risk management

The risks which face the charity are detailed in its consolidated risk register, which the Directors keep under active review. Headline Risks in 2023:

1. Uncertainty brought about by the insecure economic climate and its potential impact on donors and donor acquisition.

Mitigation: Uncertainty has been factored into our planning and budgeting process for 2024. Regular monitoring of actual expenditure against budget is undertaken by the management team with corrective action plans, as necessary, overseen by the relevant Board Committee.

2. Cyber security has become a significant risk, especially in relation to online activities – of which MSUK has a full range, including our website, donor database, online donations and accounting systems.

Mitigation: MSUK employs a third-party IT service to provide specialist expertise. All staff received training, with frequent reminders to promote an attitude of 'everyone is responsible'. They also undertook a full review and risk assessment with recommendations that have subsequently been actioned.

Corporate Structure and Governance

Mercy Ships UK is part of the global family of charities under the Mercy Ships banner and values. The International Support Centre of Mercy Ships Operations manages the charity's marine and medical operations internationally. Alongside the UK, 15 other nations have a registered Mercy Ships charity. These partnerships are governed by an Association Agreement, which defines the operational and strategic links between the organisations, safeguarding the independence of the UK charity and its responsibilities for data protection, financial management, safeguarding and strategic operation.

Mercy Ships UK, company number 03147724 (England & Wales), is a company limited by guarantee and not having a share capital. Our registration number with the Charity Commission for England and Wales is 1053055 and with the Office of the Scottish Charity Regulator SC039743. The charity is governed by its Memorandum and Articles of Association dated 11 December 1995, and it was incorporated on 17 January 1996. The Memorandum and Articles of Association were revised in 2007. Under the conditions of the guarantee, members' liability is restricted to £1 each. The number of members in 2023 was 11 (2022: 12).

Mercy Ships UK's charitable objects

The Board has ongoing regard to the public benefit guidance published by the Charity Commission when reviewing the charity's activities and future plans. Mercy Ships continues to make a significant impact in numerous communities and on thousands of individual lives in Africa, through surgical interventions carried out on the *Global Mercy* and the *Africa Mercy,* in onshore facilities, and through the lasting legacies left behind through extensive training and capacity building, and as such funding provided by the UK is utilised exclusively to this end. Regular monitoring and reporting of projects is carried out to ensure that Mercy Ships continues to deliver world-class healthcare and is utilising funds in line with the wishes of donors in the UK.

Safeguarding

Mercy Ships UK appointed a Principal Safeguarding Officer in 2020 who oversees the implementation of safeguarding measures across the whole organisation. Alongside this, we have a Safeguarding Lead on the Board, as well as external support from a specialist Safeguarding organisation. The Safeguarding Policy and procedures were reviewed in 2023, resulting in updated policies and procedures across the UK operation and globally. These are reviewed annually, along with all Board policies. The Board are confident these measures will continue to maintain the high standards of protecting vulnerable people and putting quality of care at the centre of all we do.

Board and management roles

The Mercy Ships UK Board of Trustees is legally responsible for the overall control of the charity and for ensuring that it is properly managed.

The Board's principal roles are:

- Approving the mission, vision, strategies, high-level policies and annual business plan
- Appointing and overseeing the Chief Executive Officer
- Monitoring performance and risk management
- Reporting performance with integrity and transparency
- Ensuring compliance with UK law and Charity Commission regulations
- Managing its governance processes
- Adding value by advising management
- Representing the interests of Mercy Ships UK's stakeholders.

The Board delegates responsibility for operational management to the Chief Executive Officer (the Principal Officer), who is responsible for developing the organisation's plans, policies and processes, following Board advice and approval. The Executive Leadership Team, made up of Finance Director, Director of Engagement, Director of Philanthropy and the Chief Executive Officer, supports the leadership of the organisation's strategic growth. Salaries of key personnel are benchmarked annually with external research and agreed by the Board of Directors.

Mercy Ships UK complies with Fundraising Standards Board requirements and is registered with the Fundraising Regulator, only utilising agencies that are compliant with these standards.

Mercy Ships does not solicit gifts by door-to-door acquisition methods, has received no complaints from any regulator and ensures that all donors receive only the communications they request.

Board composition

The Board comprises independent, unremunerated, non-executive directors (trustees) who have a broad range of skills and experience. Recognising the international collaboration of charities, Mercy Ships UK provides two Board members to the Mercy Ships International Board (total 34 members), and in return receives up to two members from the International Board as full Mercy Ships UK directors. As the Board continues to be strengthened and expanded, the directors are committed to the highest standards and encouraging applications from a diverse range of individuals.

Director recruitment, induction and training are overseen by the Nominations and Governance Committee.

Board expenses

No fees or remuneration are paid for serving as a Mercy Ships UK Board member. Mercy Ships UK reimburses reasonable expenses incurred while acting as a director. This includes travel and accommodation expenses required to attend meetings, training and orientation costs. Every effort is made to ensure costs are at a minimum.

Board meetings

The Board meets four times a year, with additional meetings as required. The Board has three subcommittees:

- Finance, Audit and Risk
- Nominations and Governance
- Income Strategy.

IMAGE:
As a child, Hawa was a patient on the *Anastasis*, where Dr Gary Parker successfully removed a tumour that was affecting her ability to eat and breathe. Hawa is now studying to become a nurse and hopes that she will serve with Mercy Ships herself.

Statement of Directors' Responsibilities

The Directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements for each financial year. Under that law, the Directors have elected to prepare the financial statements in accordance with Generally Accepted Accounting Practice in the UK (United Kingdom Accounting Standards and applicable law). Under company law, the Directors 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 company, and of the profit or loss of the company for that period. In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently
- make judgements and estimates that are reasonable and prudent
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue its activities.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions, and disclose with reasonable accuracy at any time the financial position of the 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 company and that the assets are properly applied in accordance with charity law hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors have taken all steps that they ought to have taken in order to make themselves aware of any information relevant to the audit, establish that auditors are aware of that information and that there is no information relevant to the audit of which the charitable company's auditors are unaware.

The Directors have prepared this report in accordance with the provisions applicable to companies subject to the small companies regime.

By order of the Board of Directors,

Dr Michael Spence
Chair of Trustees

Statement of Financial Activities

for the year ended 31 December 2023

	Notes	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
Income from generated funds							
Donations and legacies	2	8,791,946	837,308	9,629,254	7,848,009	2,036,558	9,884,567
Other income							
Investments	3	16,168	–	16,168	10,112	–	10,112
GIK		1,833	–	1,833	33,399	–	33,399
Interest		113,965	–	113,965	–	–	–
Total income		**8,923,912**	**837,308**	**9,761,220**	**7,891,520**	**2,036,558**	**9,928,078**
Expenditure							
Cost of generating funds	4	2,344,071	–	2,344,071	2,136,524	–	2,136,524
Cost of trading		–	–	–	–	–	–
Charitable activities	5,6	5,651,593	1,549,247	7,200,840	5,318,692	1,303,828	6,622,520
Total expenditure		**7,995,664**	**1,549,247**	**9,544,911**	**7,455,216**	**1,303,828**	**8,759,044**
Net income/ expenditure before other recognised gains and losses		928,248	(711,939)	216,309	436,304	732,730	1,169,034
Net realised gains/(loss) on investments	15	(5,761)	515	(5,246)	(28,628)	–	(28,628)
Net movement in funds before transfers		**922,487**	**(711,939)**	**211,063**	**407,676**	**732,730**	**1,140,406**
Transfers between funds		–	–	–	–	–	–
Net movement in funds		**922,487**	**(711,424)**	**211,063**	**407,676**	**732,730**	**1,140,406**
Total funds brought forward	19	5,961,197	740,000	6,701,197	5,553,521	7,270	5,560,791
Total funds carried forward		**6,883,684**	**28,576**	**6,912,260**	**5,961,197**	**740,000**	**6,701,197**

Balance Sheet

for the year ended 31 December 2023

	Notes	2023 £	2022 £
Fixed assets			
Intangible assets	*13*	–	–
Tangible assets	*14*	12,127	9,909
Investments	*15*	308,868	300,947
		320,995	**310,856**
Current assets			
Debtors: amounts falling due within one year	*16*	406,184	457,730
Cash at bank and in hand		6,613,910	6,143,811
		7,020,094	**6,601,541**
Creditors: amounts falling due within one year	*17*	(428,829)	(211,200)
Net current assets		6,591,265	6,390,341
Net assets		6,912,260	6,701,197
The funds of the charity:			
Unrestricted funds	*19*	6,883,684	5,961,197
Restricted funds	*19*	28,576	740,000
Total charity funds		**6,912,260**	**6,701,197**

The financial statements of Mercy Ships UK, company number 03147724, were approved by the Board of Directors on 21 March 2024.

Dr Revd Michael Spence, Director

D M Zuydam, Director

Statement of Cash Flows

for the year ended 31 December 2023

	2023 £	2022 £
Cash flows from operating activities:		
Net cash provided by operating activities	**361,911**	**1,111,316**
Cash flows from investing activities:		
Purchase of fixed assets	(10,612)	(11,460)
Dividends, interest and rents from investments	131,967	43,511
Purchase of investments	(22,572)	(113,601)
Disposal of investments	9,409	106,490
Net cash provided by investing activities	**108,192**	**24,940**
Change in cash and cash equivalents in the reporting period	**470,103**	**1,136,256**
Cash and cash equivalents at the beginning of the reporting period	6,143,807	5,007,555
Change in cash and cash equivalents due to exchange rate movements	–	–
Cash and cash equivalents at the end of the reporting period	**6,613,910**	**6,143,811**

Reconciliation of net income to net cash flow from operating activities	**2023 £**	**2022 £**
Net income for the reporting period	211,063	1,140,405
Adjustments for:		
Depreciation charges	8,392	5,141
Unrealised gains in investments	5,246	28,628
Dividends, interest and rents from investments	(131,967)	(43,511)
Decrease/(increase) in debtors	51,547	(64,913)
(Decrease)/increase in creditors	217,630	45,567
Net cash provided by operating activities	**361,911**	**1,111,316**

Analysis of cash and cash equivalents	**2023 £**	**2022 £**
Cash in hand	6,613,910	6,143,811
Total cash and cash equivalents	**6,613,910**	**6,143,811**

Notes to the Accounts

for the year ended 31 December 2023

1. Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the charity's financial statements are as follows:

a. Basis of preparation
The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) (Charities SORP (FRS 102)) and the Companies Act 2006.

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

After making enquiries, the Trustees have reasonable expectation that the charity has adequate resources to continue its activities for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the Financial Statements.

b. Income
All income is recognised in the Statement of Financial Activities when the charity is entitled to the income, has certainty of receipt and the amount can be quantified with reasonable accuracy.

Donated goods and services of medical equipment which are intended to be used to further Mercy Ships objectives are valued at market value and included in income when distributed or utilised.

Legacies are included as income when the charity is notified of an impending distribution or the date of receipt. Receipt of a legacy is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where a legacy has been notified to the charity and the criteria for income recognition has not been met, then the legacy is treated as a contingent asset and disclosed if material.

c. Expenditure
Expenditure is accounted for on an accruals basis and is recognised when there is a legal or constructive obligation to pay. Where expenditure cannot be directly attributed to particular headings, it is allocated on a basis consistent with the use of the relevant resources measured by reference to staff time.

Costs of generating funds relates to activities that are intended to generate income. The cost of fundraising campaigns is expensed in the year in which it is incurred although income derived from the initiatives may arise in future years.

Charitable activities comprise of the following:
- Grants payable from restricted and unrestricted funds for Mercy Ships' programmes
- Direct costs and programme support costs incurred by UK–based staff in assisting programmes overseas, including staffing, volunteers and procurement
- Governance costs relate to the direct management functions and support costs inherent in the activities of the charity. They provide the governance infrastructure which allows the charity to operate and to generate the information required for public accountability, and include the strategic planning processes that contribute to the future development of the charity.

d. Tangible fixed assets and depreciation
Except for laptops and computer peripherals which are expensed on acquisition, tangible fixed assets costing more than £1,000 (exc VAT) are capitalised.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost less estimated residual value of each asset evenly over its estimated useful life as follows:
- Leashold improvements 33%
- Office equipment and computers 33%
- Fixtures & fittings 20%
- Motor vehicles 20%.

e. Intangible fixed assets and amortisation
Amortisation is provided on all intangible assets at 33% per annum to write off the cost evenly over its estimated useful life.

f. Investments
Investments are initially recognised at their transaction value and subsequently stated at their fair value at the balance sheet date using the closing quoted market price. Income arising from investments is recognised as it arises. The statement of financial activities includes the net gains and losses arising on revaluation throughout the year.

g. Funds
Restricted funds are subject to conditions imposed by donors.

Designated funds are amounts which have been put aside at the discretion of the Trustees.

The General fund comprises of accumulated surpluses less deficits after transfers to designated funds. It allows the charity to budget for anticipated commitments in the short- and medium–term and to provide adequate working capital.

h. Pensions
The company operates a defined contribution pension scheme. Contributions are charged to the Statement of Financial Activities as they become payable in accordance with the rules of the scheme.

i. Stock
Merchandise stock is stated at the lower of cost and net realisable value.

j. Foreign exchange
Transactions denominated in foreign currency are translated into Sterling and recorded at the exchange rates ruling at the date of the transactions. Monetary assets and liabilities denominated in a foreign currency are translated into Sterling at the exchange rates at the balance sheet date. Translation differences are dealt with in the Statement of Financial Activities.

k. Leasing commitments
Rentals paid under operating leases are charged to income as incurred.

l. Irrecoverable Value Added Taxation
The company is unable to recover the majority of Value Added Taxation charged on its purchases which is included in the related expense or asset in the accounts.

m. Judgements in applying accounting policies and key sources of estimation uncertainty
In applying the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions in determining the carrying amounts of assets and liabilities. The Trustees' judgements, estimates and assumptions are based on the best and most reliable evidence available at the time when the decisions are made, and are based on historical experience and other factors that are considered to be applicable. Due to inherent subjectivity involved in making such judgements, estimates and assumptions, the actual results and outcomes may differ. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods, if the revision affects both current and future periods. The key estimate and assumption made in these accounts are considered to be the recognition of legacy income as set out in note 1.b.

2. Income from donations and legacies

	Unrestricted 2023 £	Restricted 2023 £	Total 2023 £	Unrestricted 2022 £	Restricted 2022 £	Total 2022 £
Gifts and grants	6,897,751	837,308	7,735,059	5,713,690	1,051,047	6,764,737
Institutional funding	9,965	–	9,965	–	685,511	685,511
Legacies	1,884,230	–	1,884,230	2,134,319	300,000	2,434,319
	8,791,946	**837,308**	**9,629,254**	**7,848,009**	**2,036,558**	**9,884,567**

Gifts and grants include related Gift Aid.

3. Other income

	Unrestricted 2023 £	Restricted 2023 £	Total 2023 £	Unrestricted 2022 £	Restricted 2022 £	Total 2022 £
Investments	16,168	–	16,168	10,112	–	10,112
GIK income	1,833	–	1,833	33,309	–	33,309
Interest	113,965	–	113,965	90	–	90
	131,966	–	**131,966**	**43,511**	–	**43,511**

4. Cost of generating funds

	Cost of generating funds £	Cost of trading £	2023 Total £	2022 Total £
Staff costs	779,296	–	779,296	824,065
Direct costs	1,377,202	–	1,377,202	1,087,126
Support costs *(see note 7)*	187,573	–	187,573	225,333
	2,344,071	–	**2,344,071**	**2,136,524**

5. Charitable activities

	2023 Total £	2022 Total £
Staff costs	1,385,415	967,380
Direct costs	384,894	433,875
Support costs *(see note 7)*	266,225	296,690
Grants *(see note 6)*	5,164,306	4,924,576
	7,200,840	**6,622,521**

The cost of the statutory audit was £16,800 (2022: £13,230) which is shown within direct costs.

6. Charitable activities (grants breakdown)

Grants made for Mercy Ships International programmes	Unrestricted 2023 £	Restricted 2023 £	Total 2023 £	Unrestricted 2022 £	Restricted 2022 £	Total 2022 £
Mercy Ships programmes	3,615,059	69,747	3,684,806	3,742,776	811,361	4,554,137
Crew support	–	115,298	115,298	–	105,480	105,480
Financial aid for crew	–	24,089	24,089	–	31,027	31,027
Medical	–	26,046	26,046	–	164,902	164,902
Community	–	562	562	–	7,499	7,499
Capacity building	–	284,625	284,625	–	37,005	37,005
Vehicles	–	–	–	–	–	–
New ship		1,028,880	1,028,880		24,526	24,526
Total grants made	**3,615,059**	**1,549,247**	**5,164,306**	**3,742,776**	**1,181,800**	**4,924,576**

All grants made for Mercy Ships International programmes are made directly to Mercy Ships International or Mercy Ships Global Association.

7. Support costs

	Fundraising for donations	Charitable activities £	2023 Total £	2022 Total £
Staff costs	53,982	109,601	163,583	257,095
Training	3,462	7,029	10,491	18,496
Travel and subsistence	15,607	8,920	24,527	31,450
Motor vehicle	820	1,664	2,484	822
Facilities and supplies	71,046	95,961	167,007	131,721
Communications	3,271	6,641	9,912	12,215
Equipment maintenance and rental	561	1,139	1,700	10,161
Bank charges	34,675	18,482	53,157	52,205
Legal and professional	1,379	11,165	12,544	2,717
Depreciation	2,770	5,623	8,393	5,141
	187,573	**266,225**	**453,798**	**522,023**

Charitable expenditure includes total governance costs of £31,943 (2022: £20,900). This includes the cost of the statutory audit which was £16,800 (2022: £13,230).

8. Net income for the year

	2023 £	2022 £
Depreciation of owned assets	1,631	1,958
Amortisation of owned intangible assets	–	–
Directors' indemnity insurance	7,733	7,035
Operating lease rentals – land and buildings	42,395	48,360
Operating lease rentals – plant and machinery	–	–
Operating lease rentals – motor vehicles	–	–
Auditors' remuneration – audit	16,800	13,230
Auditors' remuneration – non audit services	5,174	4,596

At 31 December 2023 the charitable company had commitments under non-cancellable operating leases for buildings which expire:

	2023 £ Within one year	2023 £ Between two and five years	2022 £ Within one year	2022 £ Between two and five years
Land and buildings	53,678	44,854	53,676	98,258
	53,678	**44,854**	**53,676**	**98,258**

9. Directors' remuneration

The Directors received no remuneration for their services.
No directors received payment for professional or other services provided to the charitable company.
Michael Spence was reimbursed for Scotland MSI board meeting travel and related costs £472.38 (2022: £0).

10. Staff costs

	2023 £	2022 £
Gross wages and salaries	1,874,239	1,547,270
Employers' NI	201,523	166,860
Pension costs	98,116	77,315
SMP reclaimed	(10,316)	–
	2,163,562	**1,791,445**

The number of employees whose actual emoluments (including benefits in kind, but excluding pension contributions) fell in the following bands:

	2023 Number	2022 Number
£60,001 – £70,000	3	1
£70,001 – £80,000	0	1
£80,001 – £90,000	2	2

Key personnel salaries for 2023 totalled £378,871 for 5 people (2022: £180,240 for 4 people).

The average number of employees in 2023 was 45.50 (2022: 37.35).
The number of employees, calculated on a full time equivalent basis, analysed by activity was:

	2023 Number	2022 Number
Fundraising	16.8	17.5
Charitable programmes – UK	8.8	6.3
Charitable programmes – direct	19.0	13.3
Governance	0.9	0.5
	45.5	**37.6**

11. Volunteer costs

	2023	2022
Total number of UK volunteers	47	157
Contributed services valuation	£2,720,832	£2,464,977

12. Related party transactions

Mercy Ships International Board members: Dr Michael Spence, Lois Boyle, Dr Michelle White.

Mercy Ships Operations (MSO), MSO transactions: MSUK recharged costs amounting to £1,013,942 (2022: £878,295) in respect of salaries for seconded staff. £131,621 (2022: £0) was recharged by MSO.

Grants given to MSO programmes £5,164,306 (2022: £4,924,576).

Mercy Ships Global Association (MSGA): Joanne Balaam, Delegate to the General Assembly.

MSGA: Grants made to MSGA amounted to £51,389 (2022: £46,564).

Personal donations amounting to £14,835 (2022: £8,523) were received from seven directors (2022: seven) in the year.

13. Intangible fixed assets

	Software £
Cost	
At 1 January 2023	30,000
Additions	–
At 31 December 2023	**30,000**
Accumulated amortisation	
At 1 January 2023	30,000
Charge for the year	–
At 31 December 2023	**30,000**
Net book value	
At 31 December 2023	–
At 31 December 2022	–

14. Tangible fixed assets

	Leasehold improvements £	Furniture and equipment £	Motor vehicles £	Total £
Cost				
At 1 January 2023	43,603	16,468	13,825	73,896
Additions	2,230	8,381	–	10,611
Disposals	–	–	–	–
At 31 December 2023	**45,833**	**24,849**	**13,825**	**84,507**
Accumulated depreciation				
At 1 January 2023	35,326	14,836	13,825	63,987
Charge for the year	4,006	4,387	–	8,393
Disposals	–	–	–	–
At 31 December 2023	**39,332**	**19,223**	**13,825**	**72,380**
Net book value				
At 31 December 2023	**6,500**	**5,627**	–	**12,127**
At 31 December 2022	8,277	1,632	–	9,909

15. Investments

	2023 £	2022 £
Market value at 1 January 2023	300,947	322,462
Additions	22,576	113,604
Transfers	1,948	(3,467)
Disposals	(11,357)	(103,024)
Gain on revaluation	(5,246)	(28,628)
Market value at 31 December 2023	**308,868**	**300,947**

The investments held are in UK government stocks and collective UK and global investments. They are managed by Rathbone Investment Management Ltd.

16. Debtors

	2023 £	2022 £
Income tax recoverable	132,203	158,463
Other debtors	24,838	9,645
Prepayments and accrued income	249,143	289,622
	406,184	**457,730**

17. Creditors: Amounts falling due within one year

	2023 £	2022 £
Trade creditors	331,775	99,284
Taxation and social security	64,702	42,615
Accruals	32,352	69,301
	428,829	**211,200**

18. Analysis of charitable funds between net assets

	Fixed assets £	Net current assets £	Total £
Unrestricted funds			
General fund	320,995	6,562,688	6,883,683
	320,995	**6,562,688**	**6,883,683**
Restricted funds			
Mercy Ships programmes	–	–	–
Crew support	–	28,577	28,577
Financial aid for crew	–	–	–
Medical programmes	–	–	–
Community programmes	–	–	–
Capacity building	–	–	–
Vehicles	–	–	–
Global Mercy construction	–	–	–
	–	**28,577**	**28,577**
Total charitable funds	**320,995**	**6,591,265**	**6,912,260**

19. Analysis of movements in charitable funds

	Balance at 01–Jan 2023 £	Income *(including gains on investments)* £	Expenditure *(including losses on investments)* £	Balance at 31–Dec 2023 £
Unrestricted funds	5,961,197	8,918,151	7,995,664	6,883,684
General fund	**5,961,197**	**8,918,151**	**7,995,664**	**6,883,684**
Restricted funds	–	69,747	69,747	–
Mercy Ships programmes	–	143,874	115,298	28,576
Crew support	–	24,089	24,089	–
Financial aid for crew	–	26,046	26,046	–
Medical programmes	–	563	563	–
Community programmes	–	284,625	284,625	–
Capacity building	–	288,880	288,880	–
Global Mercy construction	**740,000**	**837,824**	**1,549,248**	**28,576**
Total funds	**6,701,197**	**9,755,975**	**9,544,912**	**6,912,260**

20. Taxation

As a registered charity, Mercy Ships UK Limited is exempt from taxation on its income and gains to the extent that they are applied for its charitable purposes.

Independent Auditor's Report

to the Members of Mercy Ships - UK Limited

Opinion

We have audited the financial statements of Mercy Ships UK Limited (the 'charity') for the year ended 31 December 2023, which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows, and notes to the financial statements, including a summary of significant accounting policies.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 charity's affairs as at 31 December 2023 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, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 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 charity 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 charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the Strategic report and Report of the Trustees, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the strategic report and the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and 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 charity and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the Trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

1 adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
2 the financial statements are not in agreement with the accounting records and returns; or
3 certain disclosures of Trustees' remuneration specified by law are not made; or
4 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 set out on page 44, the Trustees 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 charity'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 charity 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 the financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

Based on our understanding of the charity and its industry, we considered that non-compliance with the following laws and regulations might have a material effect on the financial statements: employment regulation, health and safety regulation, anti-money laundering regulation and non-compliance with implementation of government support schemes relating to COVID-19.

To help us identify instances of non-compliance with these laws and regulations, and in identifying and assessing the risks of material misstatement in respect to non-compliance, our procedures included, but were not limited to:

- Inquiring of management and, where appropriate, those charged with governance, as to whether the charity is in compliance with laws and regulations, and discussing their policies and procedures regarding compliance with laws and regulations;
- Inspecting correspondence, if any, with relevant licensing or regulatory authorities;
- Communicating identified laws and regulations to the engagement team and remaining alert to any indications of non-compliance throughout our audit; and
- Considering the risk of acts by the charity which were contrary to applicable laws and regulations, including fraud.

We also considered those laws and regulations that have a direct effect on the preparation of the financial statements, such as tax legislation, pension legislation, the Companies Act 2006, the Charities Act 2011 and the Charities Statement of Recommended Practice.

In addition, we evaluated the Trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements, including the risk of management override of controls, and determined that the principal risks related to posting manual journal entries to manipulate financial performance, management bias through judgements and assumptions in significant accounting estimates, revenue recognition (which we pinpointed to the cut-off assertion), and significant one-off or unusual transactions.

Our audit procedures in relation to fraud included but were not limited to:

- Making enquiries of the Trustees and management on whether they had knowledge of any actual, suspected or alleged fraud;
- Gaining an understanding of the internal controls established to mitigate risks related to fraud;
- Discussing amongst the engagement team the risks of fraud; and
- Addressing the risks of fraud through management override of controls by performing journal entry testing.

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

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.

Use of the audit report

This report is made solely to the charity'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 charity'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 charity and the charity's members as a body for our audit work, for this report, or for the opinions we have formed.

Jonathan Marchant (Senior Statutory Auditor) for and on behalf of Mazars LLP
Chartered Accountants and Statutory Auditor
90 Victoria Street, Bristol, BS1 9DP
Date: 21st March 2024

Trustees, Principal Officers and Advisors

Directors
Ade Adeyemi
Lois Boyle - Vice Chair
Dr Leo Cheng
Justin Humphreys
Angharad Milenkovic
Paul Ramsbottom OBE
Dr Michael Spence - Chair
Naiomi Thalayasingam
Dr Juliette Tuakli
Dr Michelle White
David Mel Zuydam - Treasurer

UK patrons
Sir John Major KG CH
Dame Norma Major DBE

International patron
HRH The Princess Royal

Chief Executive Officer
Joanne Balaam

Registered and Principal Office
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Auditor
Mazars LLP, 90 Victoria Street, Bristol BS1 6DP

Banker
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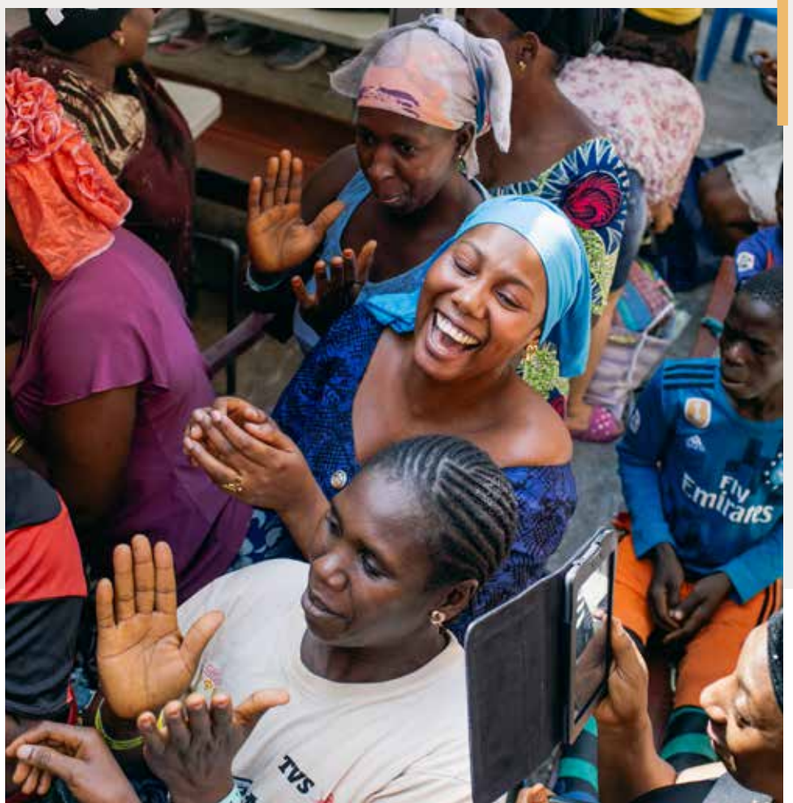
Solicitor
Clyde & Co LLP, St Botolph Building, 138 Houndsditch, London EC3A 7AR

Investment adviser
Rathbone Investment Management Ltd, 8 Finsbury Circus, London EC2M 7AZ

Company No: 3147724 (England & Wales)
Registered Charity No: 1053055
Registered Charity in Scotland No: SC039743

Since 1978:

2.87 million+	Direct beneficiaries
117,000+	Life-changing or life-saving surgical procedures
541,000+	Dental procedures
6,940+	Local professionals trained (including surgeons)
54,300+	Local professionals trained in their field of expertise
271,700+	Local people trained in basic healthcare
1,115+	Infrastructure development projects completed



Mercy Ships Locations

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mercyships.org

Mercy Ships Global Association
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Switzerland
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Mercy Ships Africa Bureau
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Les cocotiers - la Haie Vive
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United Kingdom
mercyships.org.uk

The work of Mercy Ships is only made possible by the generosity of supporters and volunteers.

Help Mercy Ships continue to provide life-changing surgeries and change the face of healthcare in the nations that the ships visit.

How you can help

Donate

Make a regular monthly donation to Mercy Ships.

Visit mercyships.org.uk/donate

Nominate us

Nominate Mercy Ships as Charity of the Year partner in your workplace, school, church, or organisation.

Come along

Attend or hold your own event or form a fundraising group in your local community, church, club or workplace.

Email events@mercyships.org.uk

Remember us

Remember Mercy Ships in your will.

Visit mercyships.org.uk/legacy

Get involved

Run, jog, walk, cycle, or swim for Mercy Ships by taking part in one of our Challenge Events.

Email getinvolved@mercyships.org.uk

Volunteer

Volunteer onboard or in the UK.

Contact us at volunteering@mercyships.org.uk

Follow us

Stay in touch and find out what you can do to help

/mercyshipsuk

Find out more

www.mercyships.org.uk
01438 727800

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12 Meadway Court
Stevenage SG1 2EF

mercyships.org.uk

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Company No: 3147724 (England & Wales)
Registered Charity No: 1053055
Registered Charity in Scotland No: SC039743

MERCY SHIPS - U.K LTD

England & Wales - Charity number 1053055

Accounts

bringing hope and healing

Mercy Ships

mercyships.org.uk

Company No: 3147724 (England & Wales)
Registered Charity No: 1053055
Registered Charity in Scotland No: SC039743

Celebrating Hope

Mercy Ships

2022 Annual Report

MERCY SHIPS | CELEBRATING HOPE

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Image: Coumba, before surgery to release a burn contracture on her hand and arm. Coumba was burned at age 4, rescuing her brother from a cooking fire.

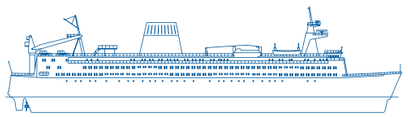
MISSION
Mercy Ships follows the 2,000-year-old model of Jesus, bringing hope and healing to the world's forgotten poor.

VISION
Mercy Ships uses hospital ships to transform individuals and serve nations one at a time.

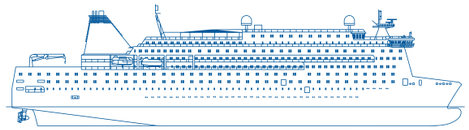
VALUES
- Love God
- Love and serve others
- Be people of integrity
- Strive for excellence in all we say and do

IMPACT
Each year, 16.9 million people around the world die due to lack of access to surgical care. Mercy Ships deploys hospital ships to provide free surgeries. Since 1990, Mercy Ships has conducted 42 field services in 14 African countries, most of which are ranked by the United Nations Development Index as the least developed in the world. In addition to surgical care, Mercy Ships creates lasting impact by training local medical professionals and strengthening in-country healthcare systems.

Our ships



The *Africa Mercy*
- **5** operating theatres
- **80** patient beds including: recovery, intensive care, and low dependency wards
- **6.0m** Draft
- **152m** Length
- **23.7m** Breadth
- **16,572** Gross Tonnage



The *Global Mercy*
- **6** operating theatres
- **102** acute care beds
- **7** ICU/isolation beds
- **90** self-care beds
- **6.1m** Draft
- **174m** Length
- **28.6m** Breadth
- **37,000** Gross Tonnage

Letter from the Founder

When Deyon and I began pursuing our dream of using hospital ships to reach people in need of hope and healing over 40 years ago, I never could have dreamed of what the future would hold. This previous year, in particular, has been one of great hope. Throughout 2022, I had the privilege of seeing promises fulfilled and hope and healing in action. From the return of the *Africa Mercy* to Senegal, to the fulfillment of our longtime dream of launching the *Global Mercy* with our African partner countries we have been in a season of blessing.

I will never forget standing on the bow of the *Global Mercy* last summer, as it sailed in to join the *Africa Mercy* in Dakar, Senegal, and thinking, "God is good. Mercy Ships and Africa together have the greatest future ahead."

"God is good. Mercy Ships and Africa together have the greatest future ahead."

That future of Mercy Ships is possible because of the partnerships with the countries we serve, the compassion of our volunteer crew, and the generosity of our friends and partners. And for that, I am grateful.

As you read the following pages of our annual report, it is our hope that the stories of transformation and partnership continue to fuel your passion. You make these stories — from our efforts on board our hospital ships to our efforts around the continent — a possibility. Thank you.

Following the model of Jesus,

Don Stephens
Founder, Mercy Ships

From the Chair of Mercy Ships UK

"It is a huge privilege to support the staff, volunteers and donors whose passionate commitment is rapidly expanding our reach and the number of people to whom we can bring much-needed care".

It is a huge privilege for me to write this, my first letter as Chair of Mercy Ships UK, and to reflect on a year that saw the launch of the *Global Mercy*. How incredible to have two ships at sea!

We now have an opportunity to save and improve so many more lives, and I thank each and every one of you, whether staff, supporter or volunteer, who has enabled us to be in this position. Thank you.

At our wonderful Southwark Cathedral Carol Service - so joyfully filled with so many of you thanks to the end of Covid restrictions – we celebrated the work of Mercy Ships in bringing healing, and training medical and health professionals in the tradition that started with the child Jesus.

Our humanity has extraordinary value, and throughout the New Testament there are hints that in serving human beings, we are serving Jesus himself. What makes people give up a salary, indeed pay for the privilege, to work on a hospital ship? It is a deep conviction that every individual is a creature of inestimable worth, worthy of the deepest care and respect.

In the pages that follow, you will read examples of that deepest care and respect, in our partnership with African countries, in our fundraising, and in our volunteering. As you well know, with two ships to staff, our need to continue finding volunteers and funding our work is greater than ever.

Mercy Ships UK is a crucial part of the global Mercy Ships family - we recruit, nurture and support a large number of the incredible professionals who give their time and money to serve on our ships, or who give up their finances to fund life-saving and life-changing work. Thank you.

I follow in the big footsteps of Henry Clarke, whose 40 years of service as a founding trustee of Mercy Ships UK stood us in such good stead. Henry moved on to become an international director of the Mercy Ships Foundation Board, and we are glad to still have him onboard with his expertise.

It is a huge privilege to be able to play a part in our work as Chair of Trustees and to support the staff, volunteers and donors whose passionate commitment is rapidly expanding our reach and the number of people to whom we can bring much-needed care.

May you enjoy reading the pages that follow and seeing the incredible impact that your support enables.

Dr Michael Spence
Chair, Mercy Ships UK

From the Chief Executive Officer

This past year has brought both celebration and reflection; thank you for your support throughout another year of change.

We welcomed the launch of the *Global Mercy*, increasing our ability to save and improve lives globally. We also celebrated the strengthened partnership with the continent of Africa through the Dakar Celebration in May, as you will read in these pages.

This is an exciting time for the future of global healthcare.

And yet we were also deeply saddened by the passing of Her Majesty Queen Elizabeth II. She led a life of faith and hope, inspiring countless people through her seven decades of unwavering service and leadership. In times of chaos, her presence was steadfast and true.

As we remember her with great fondness, we commit to living out the values she inspired, and are delighted that her daughter HRH The Princess Royal, is our international patron. Seeing Princess Anne greet and thank our incredible volunteers at the launch of the *Global Mercy* in Rotterdam this March reminded me just how brilliant our UK volunteers are.

I am filled with admiration and gratitude for each volunteer who offered their time and professional skills so generously and with such dedication, and for every faithful supporter who helped to make our work possible and during another challenging year.

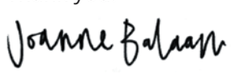
Whether medical or administrative, teacher or electrician, our UK volunteers are critical to the safety of our ships and the life-changing work they deliver – see p36-37.

Mercy Ships UK staff also continue to inspire me every day with their resilience and impressive performance. I am delighted that we have been able to strengthen our staff team and continue to build relationships with our many supporters.

Together, we ensure that Mercy Ships continues to work in partnership with local healthcare professionals across Africa. This year 1,774 surgical patients received 2,313 surgeries, plus 1,435 dental patients and over 90,000 hours were spent on medical capacity building.

As we move into 2023, I trust that this report will inspire you and that you will continue to support us. Through your donations and your partnership, you help empower nations to provide better healthcare, and you share hope and healing with women, men and children facing real need.

Thank you!



Joanne Balaam
Chief Executive Officer, Mercy Ships UK

2022 in Review

For Mercy Ships, 2022 was a year filled with unique challenges, yet overflowing with restored hope and fresh opportunities for transformation. Our programmes remained active in sub-Saharan Africa throughout the pandemic, but when the *Africa Mercy* resumed work in Senegal in February 2022, we were able to provide more life-changing surgeries to the patients who needed them the most.

The year also marked many milestones in the journey of the *Global Mercy*, including finishing a season of equipping in Antwerp, Belgium, and making a two-week visit to Rotterdam, the Netherlands. There more than 25,000 visitors journeyed through her decks — both in person (12,300-plus) and virtually (13,000-plus) — in an unparalleled tour experience. We even welcomed some very special guests, including corporate partners from around the world, HRH Princess Anne of the UK, and world-renowned opera singer Andrea Bocelli, who performed a concert on board.

Overall, the events led to more than £34.8 million in earned media value and thousands of new volunteer leads, paving the way for more opportunities for impact.

In June we operated a two-ship fleet side-by-side in Africa. The *Global Mercy*'s first opportunity to participate in programmatic work resulted in training opportunities for 245 Senegalese healthcare professionals.

We worked together with Africa in new and profound ways, paving a path for monumental change. From the findings of an African-led International Symposium to the commitment to the Dakar Declaration for greater access to safe surgery, hope is on the horizon.

All the while, programmes spanning Guinea, Liberia, Togo, Benin, and beyond continued to transform lives. Thank you for being a part of this story — and for celebrating hope together with Mercy Ships this year.

Image: The *Africa Mercy* and the *Global Mercy* together in Dakar, Senegal.

7 Countries
with Active Programmes

1,200+
Volunteers

200+
National Crew
in Senegal

186 Local
Partners

2,335
Total Surgical Patients

3,201
Total Surgeries

1,920
Total Dental Patients

2,545
Total Medical Capacity
Building Participants

224,459
Total Medical Capacity
Building Participant Hours

Images: Daouda, age 13, before and after surgery on the *Africa Mercy* in Senegal.

The Journey of the *Global Mercy* in 2022

From shipyard to service and back again — the *Global Mercy* sailed quite the journey in 2022. At the beginning of the year the world's largest civilian hospital ship underwent equipping projects in 1 Antwerp, Belgium before spending two weeks welcoming visitors in the 2 Port of Rotterdam, the Netherlands.

Next, the *Global Mercy* continued a series of projects in 3 the Canary Islands, from equipping the operating rooms to refining the information systems.

In June 2022 we celebrated a long-awaited sight: the organisation's first purpose-built vessel arriving where she was made to be. 4 In Africa.

Welcomed by H.E. President Macky Sall of Senegal, the *Global Mercy* joined the *Africa Mercy* in Dakar and was officially inaugurated into the Mercy Ships fleet. The celebration included a symbolic torch ceremony signaling unity between the two ships.

During her season in Dakar more than 245 healthcare professionals came on board for a series of eight medical capacity building courses. Of the 37 course facilitators, 27 were African.

The *Global Mercy* returned to the 5 Canary Islands to finish equipping projects and prepare for her first full field service scheduled for early 2023.

"This is history in the making . . . More lives and communities transformed, and more opportunities to stand alongside our partners in Africa to train and mentor the healthcare workers here and strengthen surgical systems."

— Nathan Claus, Senior Director of Clinical Services

Image: The *Global Mercy* arrives in Dakar, Senegal.

MERCY SHIPS | CELEBRATING HOPE

Watch the Rotterdam visit recap

Working in partnership to change lives

During the pandemic, Mercy Ships was able to work on the ground in multiple African nations, deepening and developing new partnerships to provide crucial capacity building, training and mentoring, infrastructure projects, and investing in people and equipment across the continent – as well as direct patient care.

In 2022 with COVID 19 health and safety measures in place, we have been able to provide operations to 695 people on board the *Africa Mercy* this year. Meanwhile, 764 healthcare professionals received training through a variety of Medical Capacity Building courses in Senegal, from safe surgery and sterile processing to palliative care, mental health and more.

All of this life-changing work has been made possible through our partnerships, not least of all with the Senegalese government.

"On behalf of Mercy Ships, I would like to extend a special thank you to President Macky Sall for his friendship and support, which enabled us to once again bring hope and healing to Senegal."

—Gert van de Weerdhof, Mercy Ships Interim Global Chief Executive Officer

765
Total Surgeries

296
General Surgeries

68
Paediatric Specialised General Surgeries

252
Maxillofacial Surgeries

34
Women's Health Surgeries

90
Reconstructive Plastic Surgeries

25
Orthopaedic Surgeries

Watch our first patients arrive on board

Image: Aissatou, 4 years old, after surgery to repair her cleft lip.

MERCY SHIPS | CELEBRATING HOPE

Medical Capacity Building *in Senegal*

We are grateful both ships served in Senegal in 2022. Lives continued to be changed through surgeries and training on the *Africa Mercy*. Valuable training programmes were also conducted on board the *Global Mercy*.

More than 1,000 Senegalese healthcare professionals participated in courses including SAFE Obstetric Anaesthesia, safe surgery, palliative care, nurse mentoring, and mental health, equipping them with the skills to strengthen their systems from within.

See the first MCB Courses on the *Global Mercy!*

1,006
Unique Medical Capacity Building Course Participants

49,368
Participant Course Hours

115
Unique Mentoring Participants

1,887
Participant Mentoring Hours

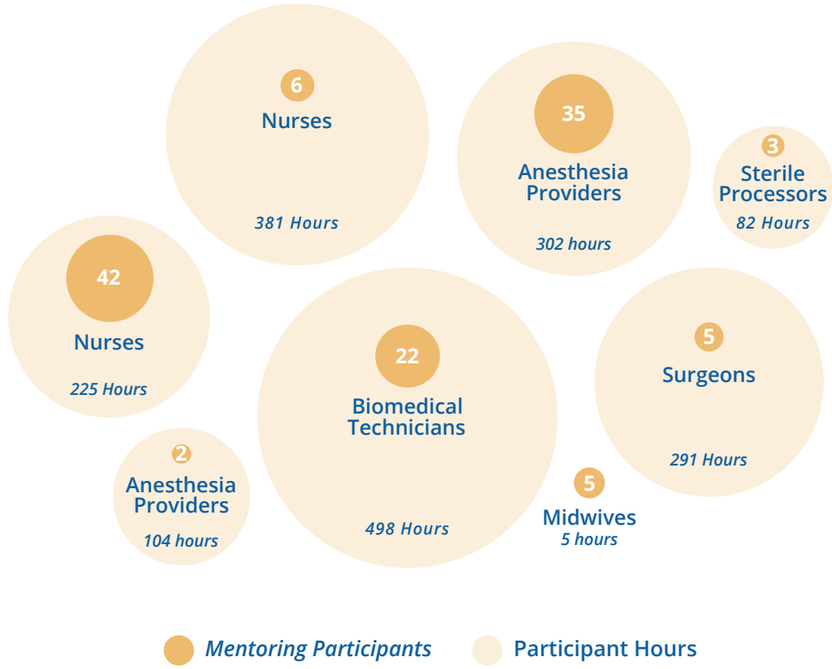


Image: Senegalese surgeons during the Essential Surgical Skills training course on board the *Global Mercy.*

Medical Capacity Building Stories: Lasting Impact in Action

On the heels of the Dakar Declaration we saw a growing focus on the future of sustainable, safe surgical care. On both the *Global Mercy* and the *Africa Mercy*, as well as across Africa, training continues to transform communities. Here are just two stories of surgeons who received training and now mentor others in their respective fields.

Dr Mohamed Sabounji

The Journey to Becoming Senegal's First Paediatric Orthopaedic Surgeon

In Senegal, children with lower-limb conditions have struggled to find local specialists who can help. In a country of 16 million, there is not one paediatric orthopaedic surgeon. Dr Mohamed Sabounji aimed to be the first.

In 2019, he received training from Mercy Ships on the Ponseti method. It's the gold standard in correcting clubfoot, a treatable condition in which the foot is turned in or under, making walking difficult. Dr Sabounji called the training "a life-changing experience, both personally and professionally."

He then partnered with Mercy Ships to develop a free clubfoot clinic in Dakar. Over five months, he treated 18 young patients, watching cast changes and rehab exercises correct twisted feet until they could walk with ease. When the *Africa Mercy* left Senegal in 2020, Dr Sabounji continued the clinic, building it up to treat over 50 cases a year.

In 2022, he resumed his mentorship on board the *Africa Mercy*.

"I got really lucky to be in the mentorship because it allowed me to be part of the whole treatment of clubfoot" said Dr Sabounji. "I was afforded ample opportunity to get the training I need to improve my competence and my confidence."

He dreams of a future where children with a treatable condition will be able to access care quickly. On his path to becoming Senegal's first paediatric orthopaedic surgeon, he is already making that dream come true.

Image: Dr. Sabounji with a clubfoot patient.

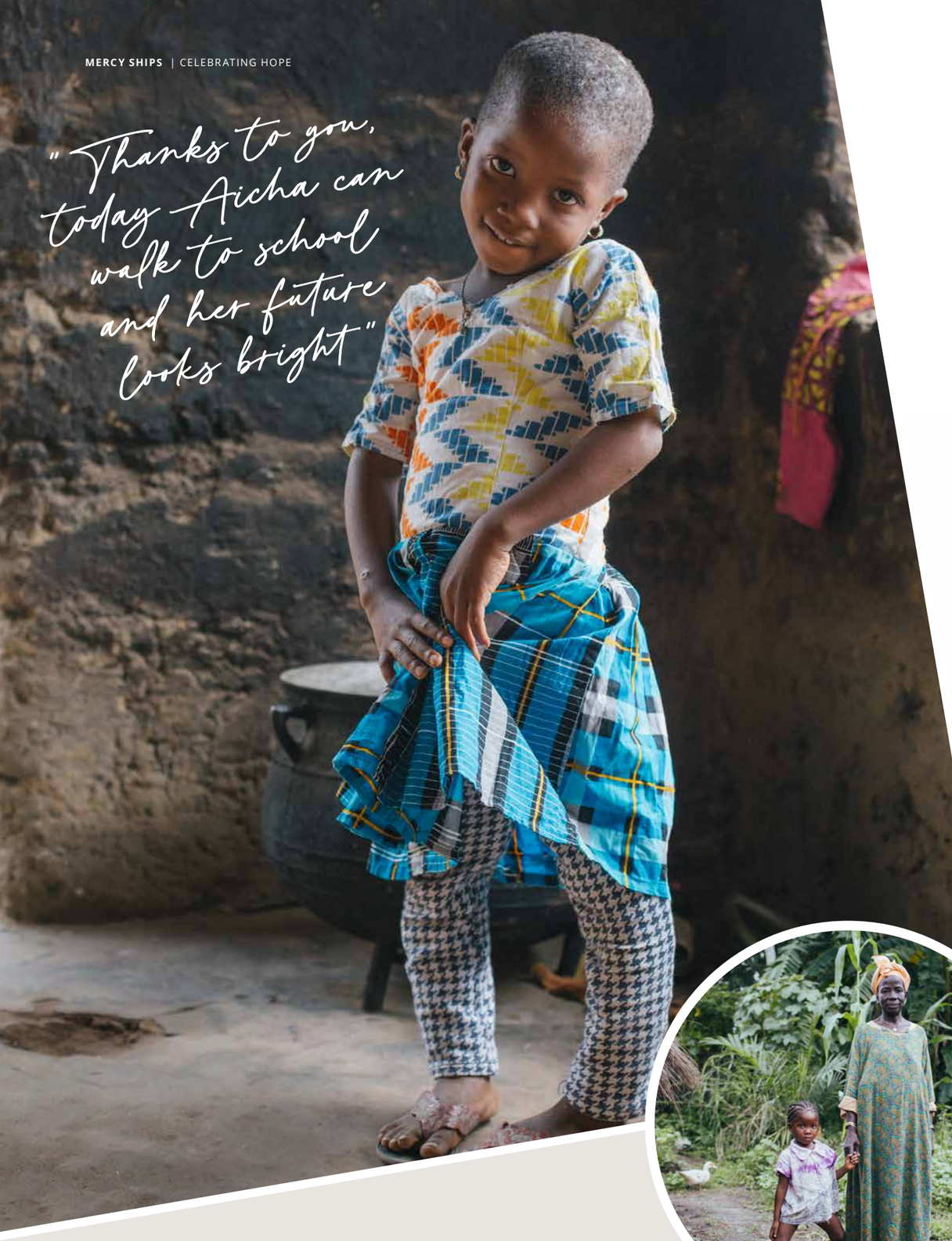


Image above: Aicha, a little girl in Guinea, can now walk and jump freely thanks to surgery on the *Africa Mercy* to correct her bowed legs. *Image right:* Aicha at home before surgery.

Summer Match Appeal Success

The generous offer by a Mercy Ships supporter to match every pound given to our summer appeal meant that we raised almost half a million pounds for our work.

When one of our legacy supporters contacted us to let us know they wanted to make our summer appeal money go further, we could not have imagined the success.

Focusing on the story of little Aicha in Guinea, our summer appeal brought in £273,000. Once matched, this meant that more than half a million pounds were raised to bring hope and healing to even more children and families.

This included around £50,000 raised through our digital channels, by far the most we have ever received via this route for an appeal. It also brought 37 new regular supporters on board.

In total, over four and a half thousand people responded to our letters and emails, donating an average gift of £60.

This generosity enables us to stock up our medicine cabinets, fund our training programmes for local medical professionals, and get us closer to our goal of making a lasting impact on healthcare provision in Senegal.

The story of Aicha is very powerful. When other children in her village were learning how to read and write, Aicha was learning how to walk. With her legs bowed at 45-degree angles, walking anywhere was a big struggle and a painful reminder that she was not like most other children.

School was out of the question for Aicha. She was also still mourning her mother, who had died young. Her grandmother, Mymoona, had tried and failed many times to find doctors who could help. Then, a traveller came to Aicha's village and told Mymoona about our floating hospital and the chance of free surgery.

Unsure whether this could really be true, Mymoona brought the little girl to the *Africa Mercy*, and there, her life changed.

Thanks to our generous supporters, we can give hope to the many other patients who are eagerly waiting to receive free, life-saving surgery just like Aicha.

"We didn't dare to believe what we heard. Could this news be true? We had already taken Aicha to hospitals many times, but they said that they did not have the equipment to do anything about her legs."

Mymoona, Aicha's Grandmother.

Income total = **£273,000**

Number of donations = **4,500**

Average gift = **£60**

Recurring donations = **37**

Together with Africa

The International Symposium was a culmination of months of planning and deliberation. It started with a critical baseline assessment study on the state of surgical, obstetric, and anaesthetic (SOA) care access in Africa by the scientific committee in partnership with participating countries and other partners. The study, the first of its kind in Africa, collected data on factors related to the provision, access, and operation of surgical, obstetric, and anaesthetic healthcare systems in 28 of the 47 nations of sub-Saharan Africa, as defined by the World Health Organization (WHO).

During sessions held throughout the Symposium, there was a push for greater collaboration and partnership to help address the complex issues and challenges plaguing SOA care access in Africa.

This culminated in Ministers of Health, country delegates, and health experts confirming and forming the Dakar Declaration: an historic roadmap to accelerate safe surgical, obstetric, and anesthetic care in Africa over the next decade.

"It's a great day for the people of Senegal. We have been waiting for this day for the last two years… it's a huge opportunity for us to help our people in need of free surgery. We would like to really thank Mercy Ships for your trust, and also for your friendship."

—Dr Serigne Diop, Senegal's Presidential Advisor

Images: (top) The Ministerial Summit during the International Symposium. *(above)* Dr Serigne Gueye Diop, Presidential Advisor, is greeted by Gert van de Weerdhof, Mercy Ships CEO, at the Inauguration of the *Global Mercy.*

Watch Kadidja's Story

Kadidja's New Smile

At first glance, Kadidja is just like any other child. The four-year-old girl is happy and energetic. She loves to dance, play, and eat good food. But something was holding her back.

Kadidja was born with a cleft lip and palate. For four years, she endured the shame of looking different to other children. This was painful for both Kadidja and her mother, Ramata. "Since she was born, I refused to take her into the village, because the other children would look at her and try to touch her nose and lips," Ramata said.

After three long years of waiting, hope was finally on the horizon. Ramata heard that Mercy Ships would sail to Senegal, so the mother and daughter journeyed to Dakar for surgery.

A week after Kadidja's successful operation, Ramata saw her daughter's new smile in the mirror for the first time. In that moment, she was overflowing with love and delight.

"I am so happy. She looks so beautiful. When we go back to our village, everyone will treat her like a normal person. She can interact with other children again and she can go to school."

Images: Kadidja and her mother, before and after surgery.

Our Remarkable Volunteers and Staff

Operating a hospital ship in a pandemic environment has created exceptional challenges, felt most deeply by the volunteer crew on board.

A complex matrix of COVID-19 health and safety measures, designed to protect patients and crew alike, meant a field service that looked unlike any before. Volunteers found themselves continually adjusting plans in the face of an ever-changing healthcare landscape. Recurring on-ship lockdowns, last-minute quarantines, and thorough COVID prevention policies required tremendous flexibility and sacrifice.

Yet despite the mental, emotional, and physical challenges, hope prevailed. Experienced and new volunteers found themselves forming a community and celebrating hope and healing as patients returned to the *Africa Mercy*, bringing new life to the ship. They remained eager to carry out their field service well, even at great personal sacrifice. Without their dedication, the transformations we saw this year would never have been possible. Thank you.

"God designed and equipped a unique group of people who stepped into the unknown world of COVID, surgeries, and a renewed field service.

"Despite the complications and challenges of the 2022 field service, the crew and day crew of the* Africa Mercy *enjoyed pouring the love of God into the people of Senegal."

—John Mark Bray,* Africa Mercy *Managing Director

"You can keep experiencing the same, safe mundane world or you can take a leap of faith"

Matthieu Bhoyroo

Serving as assistant to the director of Medical Capacity Building in Senegal.

Matthieu Bhoyroo struggled during COVID-19; isolated at home, working as a recruitment consultant, he began to reflect on life.

Originally from Mauritius, Matt moved to the UK when he was five and became a Christian as a teenager. Whilst studying at the London School of Theology he went to the Christian festival Spring Harvest and met people from Mercy Ships.

Recalling their friendliness, he applied to volunteer on the *Africa Mercy* and joined the housekeeping and dining room team.

'It is like a village on a ship and there is always life, which I love. Everyone is there with the same mentality and there is a real vibrancy.'

Matt found his purpose and is now in Senegal with our Medical Capacity Building Programme.

Image left: Denise Clarke, volunteer preoperative nurse, during the patient admission process. *Image inset:* Matt Bhoyroo.

Dr Mark Shrime

In 2022, Mercy Ships welcomed a new International Chief Medical Officer, Dr Mark Shrime. His robust background in global health has equipped him in profound ways for his new role.

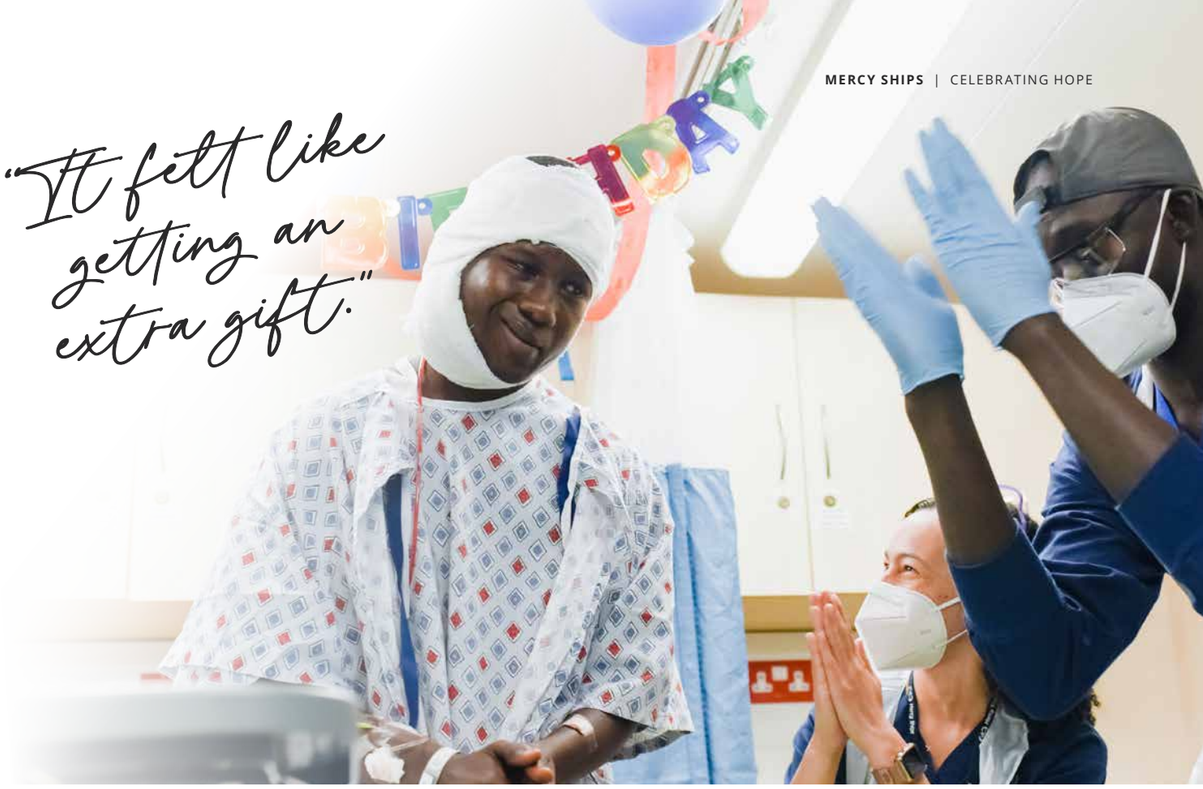
He previously served as the O'Brien Chair of Global Surgery at the Royal College of Surgeons in Ireland, as the founder and Director of the Centre for Global Surgery Evaluation at the Massachusetts Eye and Ear Infirmary, and as Research Director for the Programme in Global Surgery and Social Change at Harvard.

He is the author of seminal papers on the global burden of surgical disease, the financial burden facing surgical patients, and the number of people who cannot access safe surgery worldwide. He has also served as a co-author on the Lancet Commission on Global Surgery.

He first encountered Mercy Ships in 2008 while volunteering as a surgeon in Liberia. Although he had worked in Mexico and Jordan during his earlier training, this was his first exposure to surgical care in post-conflict regions. Ever since, Dr Shrime has been committed to serving on the *Africa Mercy* twice a year. He had long left his mark on the community—and he was ready to celebrate hope in a whole new way through this role.

"To overcome injustice and inequity in health, safe, affordable, and timely surgical care must be an indispensable part of any healthcare system. I look forward to working even more closely with the dedicated professionals in Mercy Ships, and in the countries with which we partner, to decrease the burden of unmet surgical need and to improve outcomes for patients."

Image: Dr. Mark Shrime in an operating theatre on board the *Africa Mercy*.



Cire's Life-Changing Birthday Gift

On the morning of his 20th birthday, Cire celebrated in an unusual way: being wheeled into the sterile operating room of the *Africa Mercy*. The moment had been years in the making for Cire, who was just 16 when a facial tumour started growing. His family could only wait and hope for a miracle.

"It (the tumour) wasn't beautiful; no one would want to have it on their face," says Cire, who constantly felt uncomfortable in public.

So, he travelled the distance across Senegal to the ship, where his birthday gift awaited as he finally received a life-changing surgery.

A few days later, volunteer nurses threw him a belated birthday party to mark the new year. ***"It felt like getting an extra gift. I was grateful for the surgery and then they gave me this celebration. I was so happy,"*** Cire recalled.

During his recovery, the main thing he looked forward to was simple: going back home and showing off the change in his face.

Watch Cire's Story

Images: (top) Cire, during his birthday party in the wards.
(above) Cire before and after surgery.

Celebrating Hope

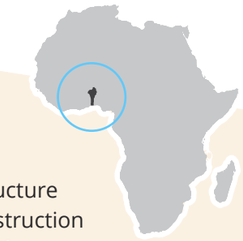
While the focus of the field service this year was on Senegal, Mercy Ships remained active in bringing hope and healing throughout Africa.

Niger

Dr Tertius Venter returned to Niger, where he performed 134 plastic reconstructive surgeries. Doing so fulfilled our 2020 commitment with CURE International to provide surgeries during the pandemic.

47
Plastic Reconstructive Surgeries

Benin



The Benin-based Food for Life infrastructure project began its second phase of construction towards providing a permanent space for students to learn about nutritional agriculture. Food for Life courses continued, training 34 participants in 2022. Participants receive training and tools, whilst also learning how to train others, creating a ripple effect of transformation across Benin.

88
Medical Capacity Building Participants

68,561
Participant Hours

PARTICIPANTS

- 24 Essential Surgical Skills Course
- 64 Nutritional Agriculture —Food For Life

Image: Abraham, former Food for Life trainee and now staff member at Phaz Compassion in Benin.

Guinea

Mercy Ships continued its partnership with Hope Ignited to build a paediatric centre of excellence, the first of its kind in Guinea. We hope it will be the site of life-changing surgical care for many years to come.

A partnership with Gamal Abdel Nasser University that has been in place since 2018 was strengthened by a Memorandum of Agreement to invest in an expansion of the dental clinic. This will enable even more dental students to receive hands-on experience and education.

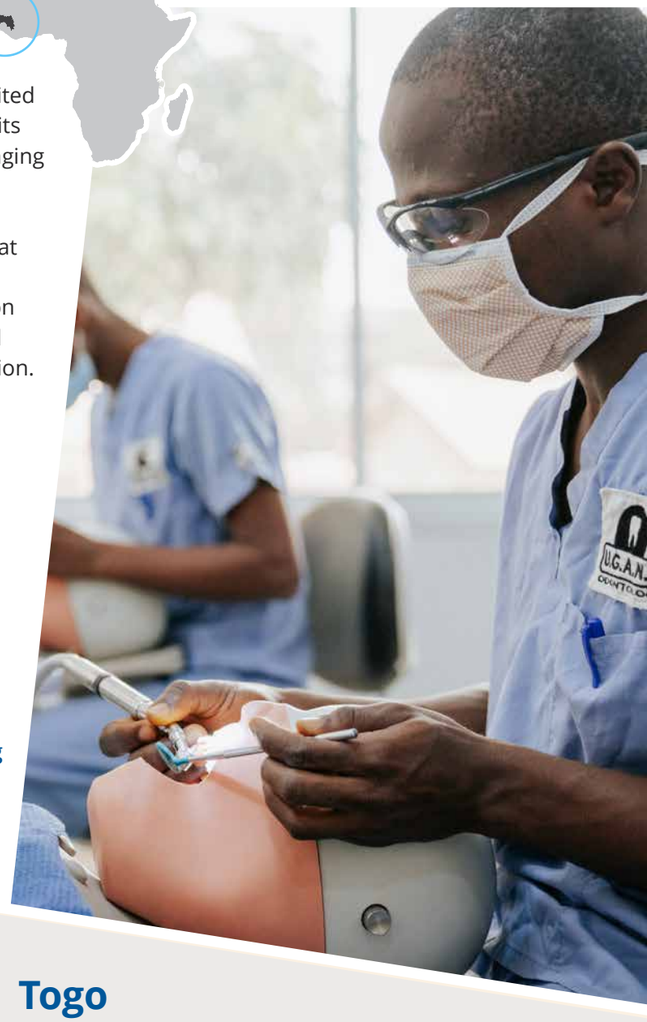
36
Maxillofacial Surgeries

147
Medical Capacity Building Participants

55,894
Participant Hours

PARTICIPANTS

- 13 Medical Education Sponsorship
- 24 Biomedical Technician Mentoring
- 110 Dental Partner Unit Mentoring Programme



Togo

2,353
Opthalmic Surgeries

5
Medical Capacity Building Mentoring Participants

695
Participant Hours

PARTICIPANTS

- 5 Surgeon Mentoring

It's been an exciting year of growth in Togo as we continued to partner with Dr Wodomé's ophthalmic clinic and cataract surgical training programme. We also supported the ongoing Cataract Campaign Togo Project, bringing free surgeries to patients around the country.

This also marks a second year of partnership with Sight.org, a Togo-based ophthalmic surgical charity whose lead cataract surgeon was originally trained by Dr Wodomé. In 2022, Mercy Ships funded 2,353 cataract surgeries for rural patients, many of whom otherwise lacked access to care.

Image: Dental student Francois training in the simulation lab at Gamal Abdel Nassar University in Conakry, Guinea.

Liberia

In Liberia, work continued through Mercy Ships' partnership with Lifebox. The collaborative Clean Cut Programme helped hospital surgical teams set up quality assurance systems. We also ran a series of SAFE Obstetric Anaesthesia courses both online and in person.

998
Medical Capacity Building Participants

42,433
Participant Hours

PARTICIPANTS

15	Biomedical Technician Mentoring
40	Nurse Training
43	Primary Trauma Care
54	Nutritional Agriculture
62	Neonatal Resuscitation
66	Safe Surgery
81	SAFE Obstetric Anaesthesia
184	Lifebox
201	Mental Health
264	Leadership Development

South Africa

According to the World Bank, sub-Saharan Africa has an estimated maternal mortality rate of 547 deaths per 100,000 live births.

In response to this, Mercy Ships has trained 132 medical professionals in paediatric anaesthesia, imparting skills and knowledge to them, and teaching them how to share skills with others.

132
Medical Capacity Building Participants

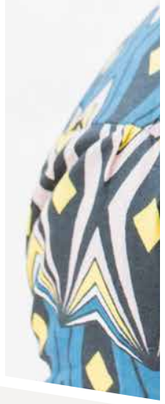
3,948
Participant Hours

PARTICIPANTS

132	SAFE Paediatric Anaesthesia

Image: Local trainer and anaesthesia provider, Perry, teaches his fellow anaesthesia nurses in SAFE Obstetric Anaesthesia in Liberia.

"...I cannot wait to dance in my village and walk around to show that God is faithful..."



Twice the Hope, Twice the Healing for Maman

When Maman stepped on board ship in March 2022, it wasn't the first time. She first encountered Mercy Ships more than 20 years earlier when the *Anastasis* was in The Gambia. Then 46 years old, Maman had long been living with the effects of a condition called noma, a bacterial infection that removed the skin on one side of her face. It was a condition that she'd contracted as a child.

Long-term volunteer and maxillofacial surgeon Dr Gary Parker performed her first surgery all those years ago. And in 2022, he was back on board working in the operating room when he encountered Maman again. They recognised each other right away in a reunion that amazed him: "When I saw Maman again, it was great to see what impact our work here has on people's lives. Maman has a seat at the table of the human race again!"

This beautiful reunion was the start of Maman's second journey to hope and healing, as she received follow-up surgery.

"Once I am home, my children will be so happy to see me in good health. I cannot wait to dance in my village and walk around to show that God is faithful by bringing the ship back."

Diongnima's Childhood Restored

Fourteen-year-old Diongnima spent most of his childhood with a tumour growing over his left eye. For nine years, the tumour brought physical challenges, obstructing his vision, but it took an even greater toll on him psychologically.

He loved to play soccer—but because of his limited sight, peers would tell him, "You can't play. Sit on the bench!"

"There were a lot of things I could not do because of the tumour," said Diongnima. Yet he always had his sights set on playing his favorite sport professionally.

Diongnima and his family learned about the free surgeries available on the *Africa Mercy* and decided to take a step of faith. They received a surgery appointment and came on board the ship.

After a successful surgery to remove the tumour, his family could tell that the healing went far beyond the physical. "He's back to being the real Diongnima," said his cousin, Mamadou.

Diongnima might have always dreamed of being an athlete, but after his time with Mercy Ships, he sees another path.

"I like the way they take care of the patients on the ship. It gives me great pleasure. Apart from becoming a professional soccer player, being a doctor is what I would like to become."

Images: Diongnima before and after surgery.

One Port, Two Nations

For many reasons, 2022 was very special. Now, Mercy Ships is poised and ready, anticipating a great year ahead.

In early 2023, the *Global Mercy* begins the next field service in Senegal and welcomes patients on board for the very first time. This will be an opportunity to continue meeting the need in Senegal, providing both surgical care to patients and medical training to local healthcare professionals.

While docked in Senegal, we are excited to serve in a new way—by welcoming patients from The Gambia to receive care on board. Up to 25 percent of patients in the next field service will come from The Gambia.

Then, in the second half of 2023, the *Global Mercy* will open the next chapter in a 20-year history with Sierra Leone by sailing there for the following field service.

We also prepare to build a more permanent presence in Africa through the creation of the new Africa Service Centre. This will support the execution of our international programmes by acting as a hub for local country engagement teams. We are well positioned for a future of collaboration and partnership with Africa, with Bernard van den Bosch as Director, Dr Juliette Tuakli as Diplomatic Ambassador of Africa, and continued support from Dr Pierre M'Pele.

Meanwhile, the *Africa Mercy* will take a period of refit in Durban, South Africa, to receive maintenance and updates that will extend her lifespan for years to come.

***"In order to run a two-ship fleet in a simplified and sustainable operating rhythm, it is crucial to have fully equipped vessels. The refit of the* Africa Mercy *is pivotal to us bringing even more hope and healing as the hands and feet of Jesus,"* said Robert Corey, chief operating officer.**

"During the refit, we will be replacing the main elevator, installing functional dining and galley services, while also upgrading our technology platforms throughout the ship. Not only will the work ensure compliance and long-term viability of the* Africa Mercy*, but it will also ensure we have an environment fully capable of serving our patients and crew on board."

We look forward to continuing to bring hope and healing in new ways in 2023!

Image: The *Global Mercy* in Dakar, Senegal.

Direct Medical Services

SURGERIES			TOTAL: 3,201
AFRICA MERCY	Totals		765
	Senegal	Totals	765
		General Surgery	296
		Maxillofacial Surgery	252
		Orthopaedic Surgery	25
		Paediatric Specialised General Surgery	68
		Plastics Surgery	90
		Women's Health Surgery	34
OFF-SHIP	Totals		2,436
	Guinea	Totals	36
		Maxillofacial Surgery - Dr Diallo Surgeries	36
	Niger	Totals	47
		CURE International Children's Hospital of Niger	47
	Togo	Totals	2,353
		Ophthalmic Surgery - Cataract Surgery Campaign	1,229
		Ophthalmic Surgery - Sight.org Partnership	188
		Ophthalmic Surgery - Togo Cataract Surgery Teaching Institute Investment	936

SURGICAL PROCEDURES			TOTAL: 3,936
AFRICA MERCY	Totals		1,271
	Senegal	Totals	1,271
		General Surgery	312
		Maxillofacial Surgery	554
		Orthopaedic Surgery	92
		Paediatric Specialised General Surgery	108
		Plastics Surgery	170
		Women's Health Surgery	35
OFF-SHIP	Totals		2,665
	Guinea	Totals	72
		Maxillofacial Surgery - Dr Diallo Surgeries	72
	Niger	Totals	134
		CURE International Children's Hospital of Niger	134
	Togo	Totals	2,459
		Ophthalmic Surgery - Cataract Surgery Campaign	1,278
		Ophthalmic Surgery - Sight.org Partnership	188
		Ophthalmic Surgery - Togo Cataract Surgery Teaching Institute Investment	993

UNIQUE SURGICAL PATIENTS			TOTAL: 2,335
AFRICA MERCY	Totals		695
	Senegal	Totals	695
		General Surgery	291
		Maxillofacial Surgery	222
		Orthopaedic Surgery	25
		Paediatric Specialised General Surgery	68
		Plastics Surgery	67
		Women's Health Surgery	32
OFF-SHIP	Totals		1,640
	Guinea	Totals	36
		Maxillofacial Surgery - Dr Diallo Surgeries	36
	Niger	Totals	47
		CURE International Children's Hospital of Niger	47
	Togo	Totals	1,557
		Ophthalmic Surgery - Cataract Surgery Campaign	790
		Ophthalmic Surgery - Sight.org Partnership	176
		Ophthalmic Surgery - Togo Cataract Surgery Teaching Institute Investment	591

DENTAL PATIENTS			TOTAL: 1,920
OFF-SHIP	Totals		1,920
	Guinea	Totals	1,920
		Gamal Dental Clinic	1,920

DENTAL ENCOUNTERS			TOTAL: 4,083
OFF-SHIP	Totals		4,083
	Guinea	Totals	4,083
		Gamal Dental Clinic	4,083

DENTAL PROCEDURES			TOTAL: 9,465
OFF-SHIP	Totals		9,465
	Guinea	Totals	9,465
		Gamal Dental Clinic	9,465

BASIC ORAL HEALTH INSTRUCTION			TOTAL: 1,826
OFF-SHIP	Totals		1,826
	Guinea	Totals	1,826
		Gamal Dental Clinic	1,826

Definition of terms related to Dental

- **Unique Dental Patients:** counts each unique dental patient only once even if they receive more than one procedure.
- **Dental Procedures:** counts each procedure (ie. extractions, white fillings, amalgam fillings, etc.). Normally there are multiple dental procedures during one dental patient encounter.
- **Dental Patient Encounter:** some individuals might be counted twice if they return for separate treatments.

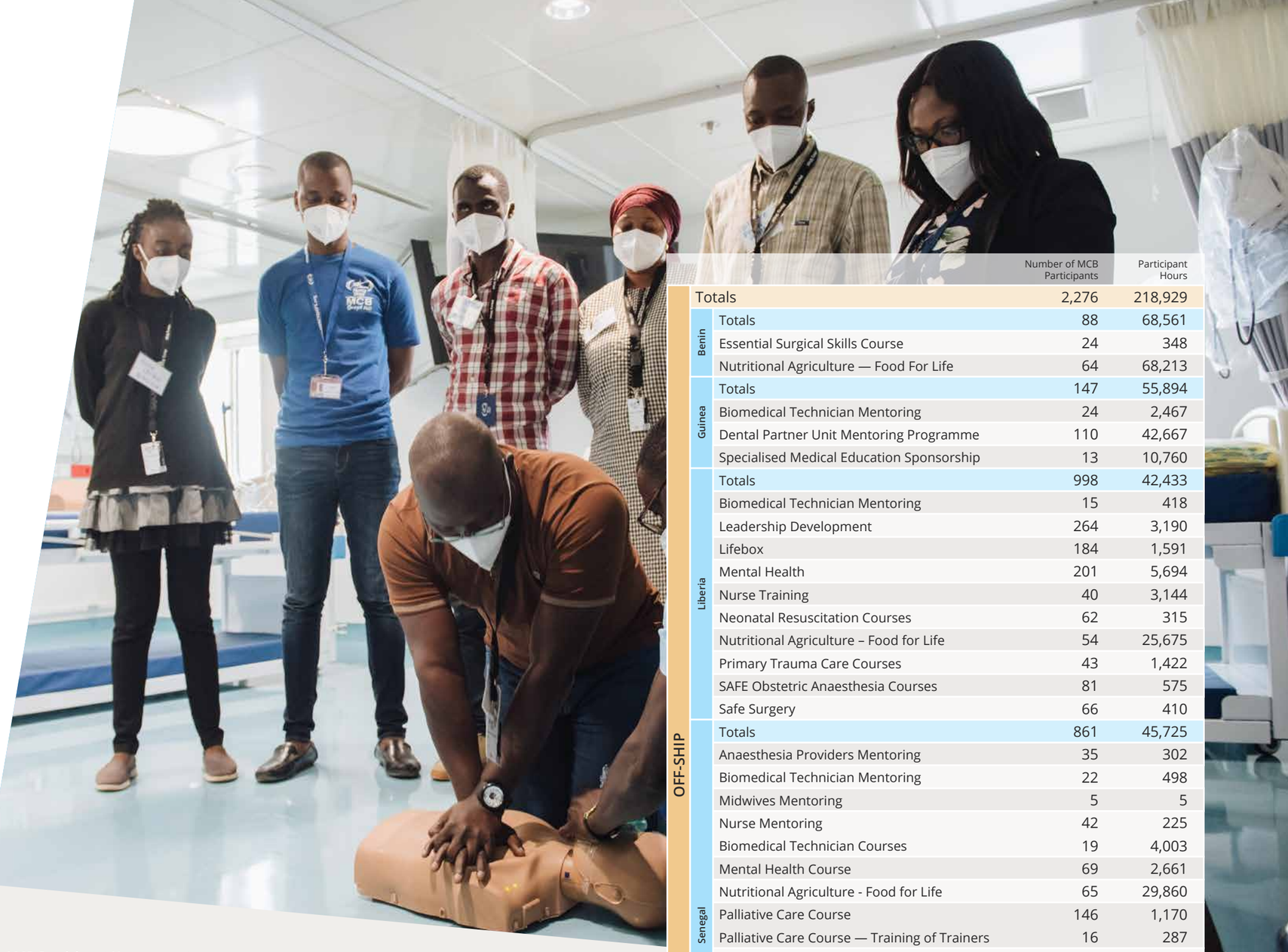
Definition of terms related to Surgical Areas

- **Unique Surgical Patients:** counts each unique surgical patient only once even if they receive more than one surgery.
- **Surgical Procedures:** a medical service provided to a patient. During one surgery, there may be more than one surgical procedure. *Example: Cataract Surgery — 1 surgical procedure to remove the cataract and 1 surgical procedure to insert the IOL (intraocular lens) = 2 surgical procedures*
- **OR Visits/Surgeries:** counts each visit to the operating room/theatre as a surgery/OR visit. *Example: a maxillofacial patient receives 1 surgery with 5 surgical procedures = 1 unique patient, 1 surgery and 5 surgical procedures. If the same patient goes back for his Iliac Crest Bone Graft surgery, and during that surgery there were 2 surgical procedures, then our records reflect 1 unique patient, 2 surgeries, and 7 surgical procedures for the Maxillofacial Surgical Project.*

Images: (Left) Dr. Rachel Buckingham, paediatric surgeon, and Dr. Mohamed Sabounji, MCB paediatric surgeon, during his orthopaedic clubfoot mentoring experience in the OR. *(Right)* Sangone Diene, ward day crew, carries a patient's sleeping baby in the hospital.

Medical Capacity Building

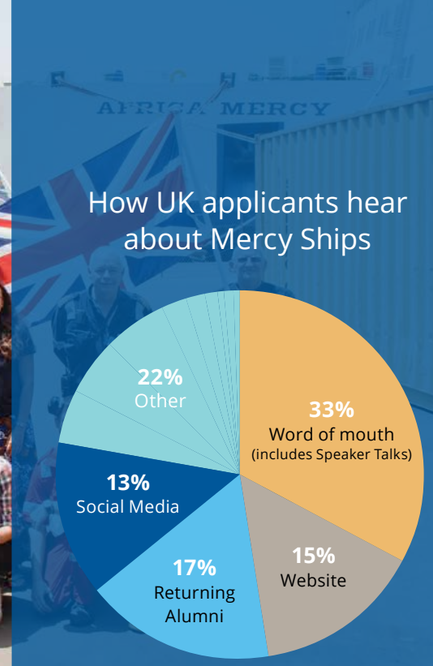
			Number of MCB Participants	Participant Hours
		TOTAL: 2,545	**224,459**	
AFRICA MERCY	Totals		51	937
	Senegal	Totals	51	937
		Anaesthesia Mentoring	2	104
		Nurse Mentoring	6	381
		Sterile Processor Mentoring	3	82
		Surgeon Mentoring	5	291
		Regional Anaesthesia Course	37	80
GLOBAL MERCY	Totals		245	4,592
	Senegal	Totals	245	4,592
		Biomed Anaesthesia Training	19	665
		Dental Course	21	294
		Essential Surgical Skills	29	390
		Essential Surgical Skills — Training of Trainers	5	60
		Nurse Training	27	813
		Nurse Training — Training of Trainers	5	172
		Neonatal resuscitation	92	633
		Neonatal resuscitation — Training of Trainers	15	116
		SAFE Obstetric Anaesthesia	21	411
		SAFE Obstetric Anaesthesia — Training of Trainers	6	39
		SAFE Paediatrics Anaesthesia	20	441
		SAFE Paediatrics Anaesthesia — Training of Trainers	7	35
		Sterile Processing	21	525



			Number of MCB Participants	Participant Hours
OFF-SHIP	Totals		2,276	218,929
	Benin	Totals	88	68,561
		Essential Surgical Skills Course	24	348
		Nutritional Agriculture — Food For Life	64	68,213
	Guinea	Totals	147	55,894
		Biomedical Technician Mentoring	24	2,467
		Dental Partner Unit Mentoring Programme	110	42,667
		Specialised Medical Education Sponsorship	13	10,760
	Liberia	Totals	998	42,433
		Biomedical Technician Mentoring	15	418
		Leadership Development	264	3,190
		Lifebox	184	1,591
		Mental Health	201	5,694
		Nurse Training	40	3,144
		Neonatal Resuscitation Courses	62	315
		Nutritional Agriculture – Food for Life	54	25,675
		Primary Trauma Care Courses	43	1,422
		SAFE Obstetric Anaesthesia Courses	81	575
		Safe Surgery	66	410
	Senegal	Totals	861	45,725
		Anaesthesia Providers Mentoring	35	302
		Biomedical Technician Mentoring	22	498
		Midwives Mentoring	5	5
		Nurse Mentoring	42	225
		Biomedical Technician Courses	19	4,003
		Mental Health Course	69	2,661
		Nutritional Agriculture - Food for Life	65	29,860
		Palliative Care Course	146	1,170
		Palliative Care Course — Training of Trainers	16	287
		Palliative Care — Intro to Palliative Care	22	658
		Palliative Care — Sensitisation for Spiritual Leaders	47	497
		Palliative Care — Update and Networking Day	20	80
		Primary Trauma Care Courses	27	588
		SAFE Obstetric Anaesthesia	33	1064
		Safe Surgery	299	1964
		Ultrasound Courses	39	951
		Ultrasound Courses - Training of Trainers	10	170
	South Africa	Totals	132	3,948
		SAFE Paediatrics Anaesthesia	32	3,948
	Togo	Totals	5	695
		MCB Surgeon Mentoring - Togo Cataract Surgery Teaching Institute Investment	5	695

Definition of terms related to Medical Capacity Building (MCB)

- **Participants**: anyone who actively participates in any training programme offered by Mercy Ships Medical Capacity Building programmes. Only counts the nationals attending in the above charts, not Mercy Ships crew or volunteers.
- **Training of Trainers**: MCB course and mentoring participants who receive additional instruction for the purpose of teaching others.
- **Mentoring**: Delivered training tailored to individual needs; may or may not include curriculum. The goal is an increase in knowledge, skills, and aptitude as measured by mentor's evaluation of participant.
- **Number of MCB Courses**: counts each training course provided. *Example: Essential Surgical Skills — 6 two-day courses + 3 Training-of-Trainers one-day courses = 9 courses.*
- **MCB Course Hours**: total number of actual course hours. *Example: Essential Surgical Skills — 7 course hours per day x 2 days = 14 course hours.*
- **MCB Participant**: the confirmed attendance of participants attending MCB courses and MCB mentoring — not unique MCB training participants. One may be mentored and also attend a course(s) and thus be counted twice. They are counted if they attended, even if they did not attend the entire course for all days.
- **MCB Participant Hours**: counts actual number of training hours, rounded to the quarter hour (not including breaks), completed by MCB course and mentoring participants. *Example: Essential Surgical Skills — 9 participants perfect attendance for 14 hours (Two days x 7 hours/day) = 126 participant hours.*



Our Invaluable Community of Volunteers

Mercy Ships couldn't function without our invaluable community of volunteers, both on our ships and on land, raising awareness and donations in the UK to keep our ships afloat. We thank them all and celebrate just a few highlights from their wonderful work this year.

We need everyone from medical experts to HR facilitators to bring hope and healing on board. Among the 120 UK crew who served on the *Global Mercy* and *Africa Mercy* this year were a baker, a Chaplain, paediatric nurses, the Chief Medical Officer and a Second Officer.

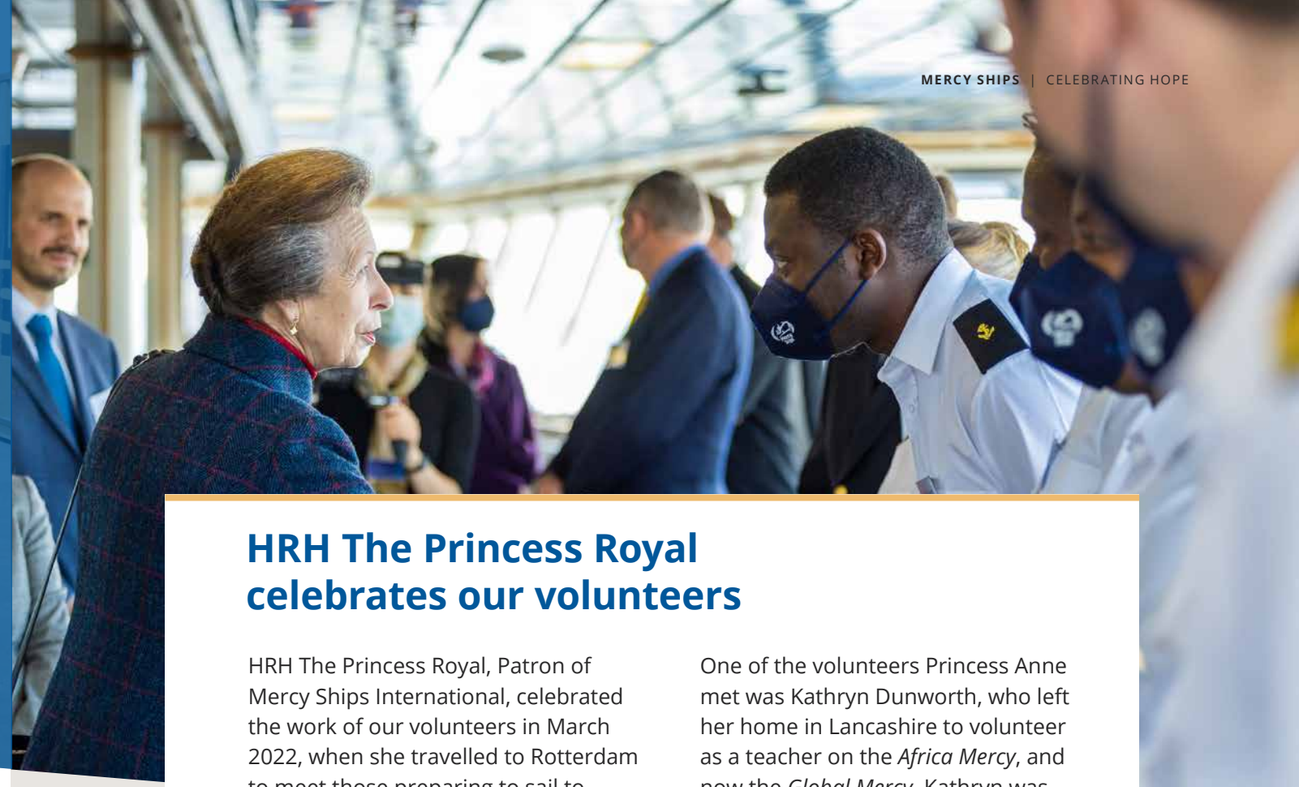
Many of our crew are recruited via word of mouth, but we also run recruitment campaigns including this year's 'Set Sail' to reach a wider audience. Throughout 2022, we recruited an additional 250 people via the campaign, which advertised on social media, at Christian festivals like New Wine and Elim, through Rotary conferences and churches, and in the media.

For over 20 years, Dr Leo has given up his holidays to volunteer as a Maxillofacial, Thyroid and Reconstructive Surgeon on board our ships. He also travels around the UK speaking at medical and Christian conferences to inspire other medical colleagues to donate their time on board, often commenting that it takes a village to run our ships.

'I am humbled and blessed to see first-hand the life-changing impact of free-surgery, for the families who need it most', Dr Leo says. *'Alongside hundreds of other volunteer crew members, I invest my time with wonderful men, women and children from countries across sub-Saharan Africa, who wouldn't otherwise have access to surgical care.'*

Dr Leo is clinical lead in oral, maxillofacial, head and neck surgery at Homerton University Hospital and leads the surgical skill course in the London Deanery for Oral & Maxillofacial Surgery. Each year, he and his team train 60 core trainees from Greater London and surrounding areas.

Image above: Dr Leo Cheng, Maxillofacial Surgeon, doing his rounds in the wards before surgery. *Image top:* A handful of our UK Crew, pictured in Senegal in June 2022 when the *Global Mercy* and *Africa Mercy* were docked together.



HRH The Princess Royal celebrates our volunteers

HRH The Princess Royal, Patron of Mercy Ships International, celebrated the work of our volunteers in March 2022, when she travelled to Rotterdam to meet those preparing to sail to Africa on the *Global Mercy*. This was her first engagement since taking on the role in 2021 after a long history supporting the charity. She previously visited the *Africa Mercy* in Sierra Leone in November 2011.

"It's an honour to be Patron of Mercy Ships International and be part of the celebrations for the very first, purpose-built, teaching hospital ship in Mercy Ships' fleet and family. A mixture of volunteers brings brilliant surgery, knowledge and medical skills, from countries all over the world – but everybody who comes here has a skill and is happy to serve in whatever capacity will help the whole. The success Mercy Ships has had training doctors, dentists and medics to carry out the work in the future in their own countries – that is a real legacy."

HRH The Princess Royal

One of the volunteers Princess Anne met was Kathryn Dunworth, who left her home in Lancashire to volunteer as a teacher on the *Africa Mercy*, and now the *Global Mercy*. Kathryn was moved by the way Mercy Ships treats all people, no matter who they are or where they come from. She was delighted this year when her Grade 1 class wrote a Jubilee letter to the late Queen as part of their history topic and received a response from Buckingham Palace.

Kathryn said, *"We posted it to the palace and received a reply in the crew mail. There was much excitement as we opened the envelope to find a personal letter and a card from the Queen! It was definitely a special moment for some of our youngest crew members."*

Image above: Kathryn and her Year 1 Class on the *Global Mercy* with their letter from The Queen. *Image top:* HRH The Princess Royal speaks with UK Volunteers onboard the *Global Mercy* in March 2022.

Financial Review and Strategic Report

Summary
Mercy Ships UK saw another successful year with income at the highest level for the fourth consecutive year. Volunteer crew applications saw a moderate reduction in line with reduced need in 2022. Mercy Ships UK saw an increase in regular supporters and has seen continued success with supporters committing to support our future work. This was fuelled by focused and integrated campaigns, working with new broadcast partnerships that bring the compelling story of the volunteer crew and the passion and bravery of our patients to come to the fore.

Over the last six years, Mercy Ships UK has increased its income by 74% (2016: £5.7m 2022: £9.9m) with underlying non-legacy income growing 88% (2016: £4.0m, 2022: £7.5m).

Income
Overall income for the year increased by 6% to £9.9m (2021: £9.3m). Legacy income increased by 33% to £2.4m (2021: £1.8m) representing 25% of income (2021: 19%); pointing to stability in the non-legacy income of £7.5m (2021: £7.5m).

Response to fundraising campaigns remained strong with many existing supporters giving additional or uplifted gifts across the year. Recovering from the negative impact of the pandemic, we have seen income from churches and community groups grow by £150K, up to £466K in 2022 (2021: £318K). New donor acquisition from broadcast and digital platforms saw a reduced number of individuals respond in 2022: 4,423 (2021: 4,624), but we were encouraged by a higher average gift of £229 (2021: £134).

2022 saw our new ship the *Global Mercy*, sail to Africa for the first time. Whilst passing through Europe, HRH Princess Anne, our International Patron, hosted a special launch event on board in Rotterdam. This was followed by a welcome celebration held in Dakar, Senegal attended by four African presidential delegates. We received the penultimate capital donation amounting to £0.44m (2021: £0.8m).

Expenditure
Mercy Ships UK spent a total of £6.6m (2021: £6.7m) in charitable expenditure to help bring accessible, free surgical care and medical treatment to those in unjust poverty and urgent need. The stability of charitable expenditure is aligned with the delivery of programmes in 2022 compared to 2021. The UK office has added additional resources to support volunteer recruitment and support, as well as provided staff to support the programmatic work led by our Global office, with a slight reduction of programmatic grants.

In preparation for the expansion of the Mercy Ships fleet, the Directors have retained a portion of the income to be spent on increasing operational delivery over the next field services. Supporting the increased services of the *Global Mercy* and the refit of the *Africa Mercy*.

Reserves policy
The Directors review the reserves policy annually. In recognition of the increased responsibilities the UK is undertaking towards the expanded fleet, the Directors require Mercy Ships UK to hold reserves to cover a minimum of six months' expenses, based on the annual budget as agreed by the Board (these should be covered by unrestricted reserves). Restricted funds are not included in the reserves policy, as the Directors have no discretion over how they are spent. If the Directors choose to designate funds, these will not be included in the reserves policy, as they are held for a designated purpose.

Free reserves of £6.0m represent c.6.9 months' operating costs for the 2023 budget year.

Funds
At the end of 2022, total funds stood at £6.7m (2021: £5.6m). Restricted funds amounted to £0.74m at the end of 2022 (2021: £0.007m) and are subject to conditions imposed by donors or implied by the nature of an appeal.

Unrestricted funds are £6.0m of which £5.7m are free reserves.

Going concern
We have set out above a review of the financial performance during the financial year and our reserves position at the year-end. We have adequate financial resources and have the structures in place to manage the business risks. In addition, our budgeting and forecasting processes have taken into consideration the current economic climate and its potential impact on both our various sources of income and expenditure. We have a reasonable expectation that we have adequate resources and control mechanisms to continue in operational existence for the foreseeable future. Further, we believe that there are no material uncertainties that may cast doubt on the charity's ability to continue as a going concern. Therefore, we continue to adopt the going concern basis of accounting in preparing the annual financial statements.

Risk management
The risks which face the charity are detailed in its consolidated risk register, which the Directors keep under active review. Headline Risks in 2022 include:

1. Continued uncertainty about the impact of the COVID-19 demic and the cost-of-living rise will have on donations and new donor acquisition

Mitigation – We have not yet seen a significant impact on revenue or ability to perform our charitable activities within the UK. However, the uncertainty for 2023 has been factored into the planning and budgeting process, adopting a cautious approach to the budget, while encouraging the team toward stretch targets.

2. A significant infectious outbreak in West Africa resurfaces causing a sudden change in operational plans.

Mitigation – Mercy Ships now works with up to 10 countries at a time developing future programmatic delivery, mentoring and training, as well as our surgical programmes. These plans are communicated to Mercy Ships UK regularly to ensure funding sources for various projects are in progress to ensure delivery is funded.

The Directors believe that appropriate policies to mitigate lower-level day-to-day risks have been adopted. They also believe that key financial systems are in place and appropriate internal controls are maintained for an organisation of the charity's size and complexity. The overall financial and operational control environment is kept under regular review by the Chief Executive Officer and the Finance Director, with regular reports provided to the finance, audit and risk committee.

Image: Maxillofacial patients Teneng, left, and Ibrahima, sit with their mother Fatoumata.

Corporate Structure and Governance

Mercy Ships UK is part of the global family of charities under the Mercy Ships banner and values. The International Support Centre of Mercy Ships Operations manages the charity's marine and medical operations internationally. Alongside the UK, 15 other nations have a registered Mercy Ships charity. These partnerships are governed by an Association Agreement, which defines the operational and strategic links between the organisations, safeguarding the independence of the UK charity and its responsibilities for data protection, financial management, safeguarding and strategic operation.

Mercy Ships UK, company number 03147724 (England & Wales), is a company limited by guarantee and not having a share capital. Our registration number with the Charity Commission for England and Wales is 1053055 and with the Office of the Scottish Charity Regulator SC039743. The charity is governed by its Memorandum and Articles of Association dated 11 December 1995, and it was incorporated on 17 January 1996. The Memorandum and Articles of Association were revised in 2007. Under the conditions of the guarantee, members' liability is restricted to £1 each. The number of members in 2021 was 9 (2020: 13).

Mercy Ships UK's charitable objects

The Board has ongoing regard to the public benefit guidance published by the Charity Commission when reviewing the charity's activities and future plans. Mercy Ships continues to make a significant impact in numerous communities and on thousands of individual lives in Africa, both through surgical interventions carried out on the *Africa Mercy*, in onshore facilities, and through the lasting legacies left behind through extensive training and capacity building and as such funding provided by the UK is utilised exclusively to this end. Regular monitoring and reporting of projects is carried out to ensure that Mercy Ships continues to deliver world-class healthcare and is utilising funds in line with the wishes of donors in the UK.

Safeguarding

Mercy Ships UK appointed a Principal Safeguarding Officer in 2020 who oversees the implementation of safeguarding measures across the whole organisation. Alongside this, we have a Safeguarding Lead on the Board, as well as external support from a specialist Safeguarding organisation. The Safeguarding Policy and procedures were overhauled in 2020, resulting in updated policies and procedures across the UK operation and globally. These are reviewed annually, along with all Board policies. The Board are confident these measures will continue to maintain the high standards of protecting the vulnerable and putting quality of care at the centre of all we do.

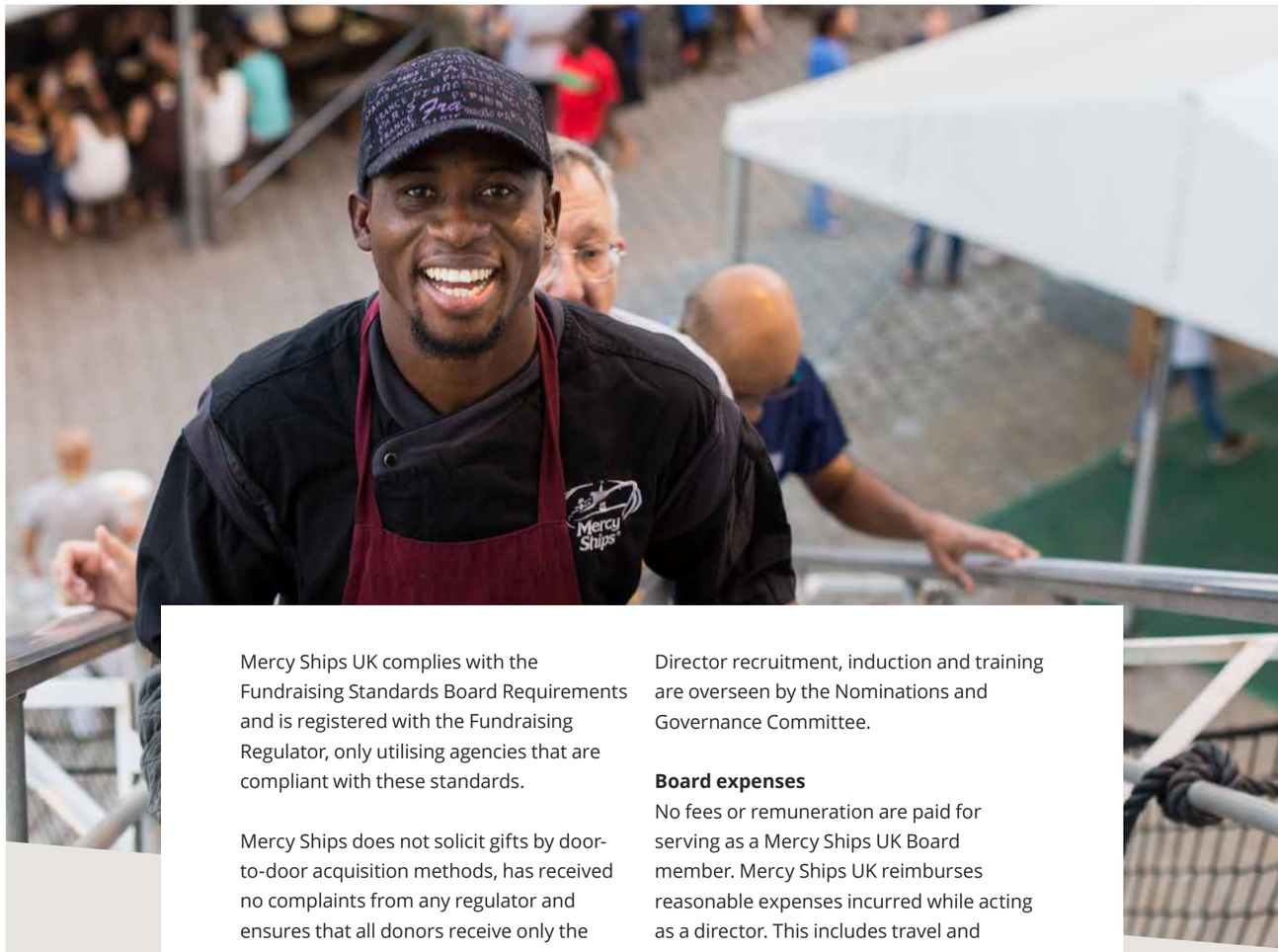
Board and management roles

The Mercy Ships UK Board of Trustees is legally responsible for the overall control of the charity and for ensuring that it is properly managed.

The Board's principal roles are:

- Approving the mission, vision, strategies, high-level policies and annual business plan
- Appointing and overseeing the Chief Executive Officer
- Monitoring performance and risk management
- Reporting performance with integrity and transparency
- Ensuring compliance with UK law and Charity Commission regulations
- Managing its governance processes
- Adding value by advising management
- Representing the interests of Mercy Ships UK's stakeholders.

The Board delegates responsibility for operational management to the Chief Executive Officer (the Principal Officer), who is responsible for developing the organisation's plans, policies and processes, following Board advice and approval. The Executive Leadership Team made up of Finance Director, Director of Engagement, Director of Philanthropy and the Chief Executive Officer, supports the leadership of the organisation's strategic growth. Salaries of key personnel are benchmarked annually with external research and agreed by the Board of Directors.



Mercy Ships UK complies with the Fundraising Standards Board Requirements and is registered with the Fundraising Regulator, only utilising agencies that are compliant with these standards.

Mercy Ships does not solicit gifts by door-to-door acquisition methods, has received no complaints from any regulator and ensures that all donors receive only the communications they request.

Board composition

The Board comprises independent, unremunerated, non-executive directors (trustees) who have a broad range of skills and experience. Recognising the international collaboration of charities, Mercy Ships UK provides two Board members to the Mercy Ships International Board (total 34 members), and in return receives up to two members from the International Board as full Mercy Ships UK directors. As the Board continues to be strengthened and expanded, the directors are committed to the highest standards and encouraging applications from a diverse range of individuals.

Director recruitment, induction and training are overseen by the Nominations and Governance Committee.

Board expenses

No fees or remuneration are paid for serving as a Mercy Ships UK Board member. Mercy Ships UK reimburses reasonable expenses incurred while acting as a director. This includes travel and accommodation expenses required to attend meetings, training and orientation costs. Every effort is made to ensure costs are at a minimum.

Board meetings

The Board meets four times a year, with additional meetings as required. The Board has three subcommittees:

- Finance, Audit and Risk
- Nominations and Governance
- Income Strategy

Image: Abdulai Sesay, Dining Room Staff.

Statement of Directors' Responsibilities

The Directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations

Company law requires the Directors to prepare financial statements for each financial year. Under that law, the Directors have elected to prepare the financial statements in accordance with Generally Accepted Accounting Practice in the UK (United Kingdom Accounting Standards and applicable law). Under company law, the Directors 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 company, and of the profit or loss of the company for that period. In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently
- make judgements and estimates that are reasonable and prudent
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue its activities.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions, and disclose with reasonable accuracy at any time the financial position of the 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 company and that the assets are properly applied in accordance with charity law hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors have taken all steps that they ought to have taken in order to make themselves aware of any information relevant to the audit, establish that auditors are aware of that information and that there is no information relevant to the audit of which the charitable company's auditors are unaware.

The Directors have prepared this report in accordance with the provisions applicable to companies subject to the small companies regime.

By order of the Board of Directors,

Dr Michael Spence
Chair of Trustees

Statement of Financial Activities

for the year ended 31 December 2022

	Notes	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total 2022 £	Unrestricted 2021 £	Restricted 2021 £	Total 2021 £
Income from generated funds							
Donations and legacies	*2*	7,848,009	2,036,558	9,884,567	6,341,150	2,995,232	9,336,382
Other income							
Investments	*3*	10,112	–	10,112	6,981	–	6,981
GIK		33,399		33,399			
Total income		**7,891,520**	**2,036,558**	**9,928,078**	**6,348,131**	**2,995,232**	**9,343,363**
Expenditure							
Cost of generating funds	*4*	2,136,524	–	2,136,524	1,927,813	–	1,927,813
Cost of Trading		–	–	–	–	–	–
Charitable activities	*5,6*	5,318,692	1,303,828	6,622,520	3,451,555	3,211,708	6,663,263
Total expenditure		**7,455,216**	**1,303,828**	**8,759,044**	**5,379,368**	**3,211,708**	**8,591,076**
Net income/ expenditure before other recognised gains and losses		436,304	732,730	1,169,034	968,763	(216,476)	752,287
Net realised gains/(loss) on investments	*15*	(28,628)	–	(28,628)	21,777	–	21,777
Net movement in funds before transfers		**407,676**	**732,730**	**1,140,406**	**990,540**	**(216,476)**	**774,064**
Transfers between funds		–	–	–	–	–	–
Net movement in funds		**407,676**	**732,730**	**1,140,406**	**990,540**	**(216,476)**	**774,064**
Total funds brought forward		5,553,521	7,270	5,560,791	4,562,981	223,746	4,786,727
Total funds carried forward	*19*	**5,961,197**	**740,000**	**6,701,197**	**5,553,521**	**7,270**	**5,560,791**

Balance Sheet

for the year ended 31 December 2022

	Notes	2022 £	2021 £
Fixed assets			
Intangible assets	*13*	–	–
Tangible assets	*14*	9,909	3,590
Investments	*15*	300,947	322,462
		310,856	**326,052**
Current assets			
Debtors: amounts falling due within one year	*16*	457,730	392,817
Cash at bank and in hand		6,143,811	5,007,555
		6,601,541	**5,400,372**
Creditors: amounts falling due within one year	*17*	(211,200)	(165,633)
Net current assets		6,390,341	5,234,739
Net assets		6,701,197	5,560,791
The funds of the charity:			
Unrestricted funds	*19*	5,961,197	5,553,521
Restricted funds	*19*	740,000	7,270
Total charity funds		**6,701,197**	**5,560,791**

The financial statements of Mercy Ships UK, company number 03147724, were approved by the Board of Directors on 16th March 2023.

Dr Revd Michael Spence, Director

D M Zuydam, Director

Statement of Cash Flows

for the year ended 31 December 2022

	2022 £	2021 £
Cash flows from operating activities:		
Net cash provided by operating activities	**1,111,316**	**645,380**
Cash flows from investing activities:		
Purchase of fixed assets	(11,460)	–
Dividends, interest and rents from investments	43,511	6,981
Purchase of investments	(113,606)	(29,149)
Disposal of investments	106,490	25,457
Net cash provided by investing activities	**24,936**	**3,289**
Change in cash and cash equivalents in the reporting period	**1,136,252**	**648,669**
Cash and cash equivalents at the beginning of the reporting period	5,007,555	4,358,886
Change in cash and cash equivalents due to exchange rate movements	–	–
Cash and cash equivalents at the end of the reporting period	**6,143,807**	**5,007,555**

Reconciliation of net income to net cash flow from operating activities	**2022 £**	**2021 £**
Net income for the reporting period	1,140,405	774,064
Adjustments for:		
Depreciation charges	5,141	1,957
Unrealised gains in investments	28,628	(21,777)
Dividends, interest and rents from investments	(43,511)	(6,981)
Decrease/(increase) in debtors	(64,913)	(9,672)
(Decrease)/increase in creditors	45,567	(92,211)
Net cash provided by operating activities	**1,111,316**	**645,380**

Analysis of cash and cash equivalents	**2022 £**	**2021 £**
Cash in hand	6,143,811	5,007,555
Total cash and cash equivalents	**6,143,811**	**5,007,555**

Notes to the Accounts

for the year ended 31 December 2022

1. Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the charity's financial statements are as follows:

a. Basis of preparation
The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) (Charities SORP (FRS 102)) and the Companies Act 2006.
The charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

After making enquiries, the Trustees have reasonable expectation that the charity has adequate resources to continue its activities for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the Financial Statements

b. Income
All income is recognised in the Statement of Financial Activities when the charity is entitled to the income, has certainty of receipt and the amount can be quantified with reasonable accuracy.

Donated goods and services of medical equipment which are intended to be used to further Mercy Ships objectives are valued at market value and included in income when distributed or utilised.

Legacies are included as income when the charity is notified of an impending distribution or the date of receipt. Receipt of a legacy is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where a legacy has been notified to the charity and the criteria for income recognition has not been met, then the legacy is treated as a contingent asset and disclosed if material.

c. Expenditure
Expenditure is accounted for on an accruals basis and is recognised when there is a legal or constructive obligation to pay. Where expenditure cannot be directly attributed to particular headings, it is allocated on a basis consistent with the use of the relevant resources measured by reference to staff time.

Costs of generating funds relates to activities that are intended to generate income. The cost of fundraising campaigns is expensed in the year in which it is incurred although income derived from the initiatives may arise in future years

Charitable activities comprise of the following:
- Grants payable from restricted and unrestricted funds for Mercy Ships' programmes
- Direct costs and Programme support costs incurred by UK–based staff in assisting programmes overseas, including staffing, volunteers and procurement
- Governance costs relate to the direct management functions and support costs inherent in the activities of the charity. They provide the governance infrastructure which allows the charity to operate and to generate the information required for public accountability, and include the strategic planning processes that contribute to the future development of the charity

d. Tangible fixed assets and depreciation
Except for laptops and computer peripherals which are expensed on acquisition, tangible fixed assets costing more than £1,000 (exc VAT) are capitalised.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost less estimated residual value of each asset evenly over its estimated useful life as follows

- Leashold Improvements 33% • Office equipment and computers 33%
- Fixtures & Fittings 20% • Motor Vehicles 20%

e. Intangible fixed assets and amortisation
Amortisation is provided on all intangible assets at 33% per annum to write off the cost evenly over its estimated useful life

f. Investments
Investments are initially recognised at their transaction value and subsequently stated at their fair value at the balance sheet date using the closing quoted market price. Income arising from investments is recognised as it arises. The statement of financial activities includes the net gains and losses arising on revaluation throughout the year.

g. Funds
Restricted funds are subject to conditions imposed by donors.

Designated funds are amounts which have been put aside at the discretion of the Trustees.

The General fund comprises of accumulated surpluses less deficits after transfers to designated funds. It allows the charity to budget for anticipated commitments in the short and medium–term and to provide adequate working capital.

h. Pensions
The company operates a defined contribution pension scheme. Contributions are charged to the Statement of Financial Activities as they become payable in accordance with the rules of the scheme

i. Stock
Merchandise stock is stated at the lower of cost and net realisable value.

j. Foreign exchange
Transactions denominated in foreign currency are translated into Sterling and recorded at the exchange rates ruling at the date of the transactions. Monetary assets and liabilities denominated in a foreign currency are translated into Sterling at the exchange rates at the balance sheet date. Translation differences are dealt with in the Statement of Financial Activities

k. Leasing Commitments
Rentals paid under operating leases are charged to income as incurred.

l. Irrecoverable Value Added Taxation
The company is unable to recover the majority of Value Added Taxation charged on its purchases which is included in the related expense or asset in the accounts

m. Judgements in applying accounting policies and key sources of estimation uncertainty
In applying the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions in determining the carrying amounts of assets and liabilities. The Trustees' judgements, estimates and assumptions are based on the best and most reliable evidence available at the time when the decisions are made, and are based on historical experience and other factors that are considered to be applicable. Due to inherent subjectivity involved in making such judgements, estimates and assumptions, the actual results and outcomes may differ. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods, if the revision affects both current and future periods. The key estimate and assumption made in these accounts are considered to be the recognition of legacy income as set out in note 1.b.

2. Income from donations and legacies

	Unrestricted 2022 £	Restricted 2022 £	Total 2022 £	Unrestricted 2021 £	Restricted 2021 £	Total 2021 £
Gifts and grants	5,713,690	1,051,047	6,764,737	4,555,552	2,653,564	7,209,116
Institutional funding	–	685,511	685,511	–	290,511	290,511
Legacies	2,134,319	300,000	2,434,319	1,785,598	51,157	1,836,755
	7,848,009	**2,036,558**	**9,884,567**	**6,341,150**	**2,995,232**	**9,336,382**

Gifts and grants include related Gift Aid.

3. Other income

	Unrestricted 2022 £	Restricted 2022 £	Total 2022 £	Unrestricted 2021 £	Restricted 2021 £	Total 2021 £
Investments	10,112	–	10,112	6,692	–	6,692
GIK Income	33,309	–	33,309	–	–	–
Interest	90	–	90	289	–	289
	43,511	–	**43,511**	**6,981**	–	**6,981**

4. Cost of generating funds

	Cost of Generating Funds £	Cost of Trading £	2022 Total £	2021 Total £
Staff costs	824,065	–	824,065	730,452
Direct costs	1,087,126	–	1,087,126	1,002,442
Support costs *(see note 7)*	225,333	–	225,333	194,919
	2,136,524	–	**2,136,524**	**1,927,813**

5. Charitable activites

	2022 Total £	2021 Total £
Staff costs	967,380	674,264
Direct costs	433,875	226,880
Support costs *(see note 7)*	296,690	204,897
Grants *(see note 6)*	4,924,576	5,557,222
	6,622,521	**6,663,263**

The cost of the statutory audit was £13,230 (2021: £14,034) which is shown within direct costs.

6. Charitable activities (grants breakdown)

Grants made for Mercy Ships International programmes	Unrestricted 2022 £	Restricted 2022 £	Total 2022 £	Unrestricted 2021 £	Restricted 2021 £	Total 2021 £
Mercy Ships Programmes	3,742,776	811,361	4,554,137	2,537,549	1,897,753	4,435,302
Crew Support	–	105,480	105,480	–	92,281	92,281
Financial Aid for Crew	–	31,027	31,027	–	50,487	50,487
Medical	–	164,902	164,902	–	103,201	103,201
Community	–	7,499	7,499	–	15,000	15,000
Capacity Building	–	37,005	37,005	–	35,553	35,553
Vehicles	–	–	–	–	–	–
New Ship		24,526	24,526	–	825,398	825,398
	3,742,776	**1,181,800**	**4,924,576**	**2,537,549**	**3,019,673**	**5,557,222**

All grants made for Mercy Ships International programmes are made directly to Mercy Ships International or Mercy Ships Global Association.

7. Support costs

	Fund raising for donations	Charitable activities £	2022 Total £	2021 Total £
Staff costs	102,573	154,522	257,095	86,876
Training	7,398	11,098	18,496	22,458
Travel and subsistence	12,580	18,870	31,450	5,058
Motor Vehicle	329	493	822	483
Facilities and supplies	54,128	77,593	131,721	187,727
Communications	4,886	7,329	12,215	5,061
Equipment maintenance and rental	4,064	6,097	10,161	23,143
Bank charges	36,232	15,973	52,205	49,812
Legal and professional	1,087	1,630	2,717	17,240
Depreciation	2,056	3,085	5,141	1,958
	225,333	**296,690**	**522,023**	**399,816**

Charitable expenditure includes total governance costs of £20,900 (2021: £58,822).
This includes the cost of the statutory audit which was £13,230 (2021: £14,034)

8. Net income for the year

	2022 £	2021 £
Depreciation of owned assets	1,958	1,957
Amortisation of owned intangible assets	–	–
Directors' indemnity insurance	7,035	6,734
Operating lease rentals – land and buildings	48,360	48,000
Operating lease rentals – plant and machinery	–	–
Operating lease rentals – motor vehicles	–	–
Auditors' remuneration – audit	13,230	14,034
Auditors' remuneration – non audit services	4,596	5,481

At 31 December 2022 the charitable company had commitments under non-cancellable operating leases for buildings which expire:

	2022 £ Within one year	2022 £ Between two and five years	2021 £ Within one year	2021 £ Between two and five years
Land and Buildings	53,676	98,258	39,682	–
Plant and machinery	–	–	–	–
	53,676	**98,258**	**39,682**	–

9. Directors' remuneration

The Directors received no remuneration for their services.
No directors received payment for professional or other services provided to the charitable company.
No directors were reimbursed for travel and related costs £0 (2021: £0).

10. Staff costs

	2022 £	2021 £
Gross wages and salaries	1,547,270	1,218,450
Employers' NI	166,860	125,473
Pension costs	77,315	60,793
	1,791,445	**1,404,716**

The number of employees whose actual emoluments (including benefits in kind but excluding pension contributions) fell in the following bands:

	2022 Number	2021 Number
£60,001 – £70,000	1	1
£70,001 – £80,000	1	0
£80,001 – £90,000	2	1

Key personnel salaries for 2022 totalled £180,240 for 4 people (2021: £240,323 for 4 people)

The average number of employees in 2022 was 37.35 (2021: 31.50).
The number of employees, calculated on a full time equivalent basis, analysed by activity was:

	2022 Number	2021 Number
Fund raising	17.50	17.00
Charitable Programmes – UK	6.25	5.00
Charitable Programmes – Direct	13.25	9.25
Governance	0.50	0.25
	37.50	**31.50**

11. Volunteer Costs

	2022	2021
Total Number of UK Volunteers	157	163
Contributed services valuation	£2,464,977	£327,871

12. Related party transactions

Mercy Ships International Board members: Lois Boyle, Dr Michelle White and Henry Clarke (resigned 22nd March 2022).

MSO transactions: MSUK recharged costs amounting to £878,295 (2021: £548,624) in respect of salaries for seconded staff. £0 (2021: £42595) was recharged by MSO.

Grants given to MSO Programmes £4,924,576 (2021: £5,557,222).

Mercy Ships Global Association (MSGA): Joanne Balaam, Delegate to the General Assembly.

MSGA: Grants made to MSGA amounted to £46,564 (2021: £43,296).

Personal donations amounting to £8523 (2021: £28,480) were received from seven directors (2021: eight) in the year.

13. Intangible fixed assets

	Software £
Cost	
At 1 January 2022	30,000
Additions	–
At 31 December 2022	**30,000**
Accumulated amortisation	
At 1 January 2022	30,000
Charge for the year	–
At 31 December 2022	**30,000**
Net book value	
At 31 December 2022	–
At 31 December 2021	–

14. Tangible fixed assets

	Leasehold improvements £	Furniture and equipment £	Motor vehicles £	Total £
Cost				
At 1 January 2022	32,143	16,468	13,825	62,436
Additions	11,460	–	–	11,460
Disposals	–	–	–	–
At 31 December 2022	**43,603**	**16,468**	**13,825**	**73,896**
Accumulated depreciation				
At 1 January 2022	32,143	12,878	13,825	58,846
Charge for the year	3,183	1,958	–	5,141
Disposals	–	–	–	–
At 31 December 2022	**35,326**	**14,836**	**13,825**	**63,987**
Net book value				
At 31 December 2022	**8,277**	**1,632**	–	**9,909**
At 31 December 2021	–	3,590	–	3,590

15. Investments

	2022 £	2021 £
Market value at 1 January 2022	322,462	296,993
Additions	113,604	29,149
Transfers	(3,467)	5,237
Disposals	(103,024)	(30,694)
Gain on revaluation	(28,628)	21,777
Market value at 31 December 2022	**300,947**	**322,462**

The investments held are in British government stocks and collective UK and global investments. They are managed by Rathbone Investment Management Ltd.

16. Debtors

	2022 £	2021 £
Income tax recoverable	158,463	36,038
Other debtors	9,645	19,106
Prepayments and accrued income	289,622	337,673
	457,730	**392,817**

17. Creditors: amounts falling due within one year

	2022 £	2021 £
Trade creditors	99,284	110,629
Taxation and social security	42,615	39,185
Accruals	69,301	15,819
	211,200	**165,633**

18. Analysis of charitable funds between net assets

	Fixed assets £	Net current assets £	Total £
Unrestricted funds			
General Fund	310,856	5,650,341	5,961,197
	310,856	**5,650,341**	**5,961,197**
Restricted funds			
Mercy Ships Programmes	–	–	–
Crew Support	–	–	–
Financial Aid for Crew	–	–	–
Medical Programmes	–	–	–
Community Programmes	–	–	–
Capacity Building	–	–	–
Vehicles	–	–	–
Global Mercy Construction	–	740,000	740,000
		740,000	**740,000**
Total charitable funds	**310,856**	**6,390,341**	**6,701,197**

19. Analysis of movements in charitable funds

	Balance at 01–Jan 2022 £	Income *(including gains on investments)* £	Expenditure *(including losses on investments)* £	Balance at 31–Dec 2022 £
Unrestricted funds				
General Fund	5,553,521	7,862,892	7,455,216	5,961,197
	5,553,521	**7,862,892**	**7,455,216**	**5,961,197**
Restricted funds				
Mercy Ships Programmes	–	933,389	933,389	–
Crew Support	–	105,480	105,480	–
Financial Aid for Crew	7,270	23,757	31,027	–
Medical Programmes	–	164,901	164,901	–
Community Programmes	–	7,500	7,500	–
Capacity Building	–	37,005	37,005	–
Global Mercy Construction	–	764,526	24,526	740,000
	7,270	**2,036,558**	**1,303,828**	**740,000**
Total funds	**5,560,791**	**9,899,450**	**8,759,044**	**6,701,197**

20. Taxation

As a registered charity, Mercy Ships UK Limited is exempt from taxation on its income and gains to the extent that they are applied for its charitable purposes.

Independent Auditor's Report

to the Members of Mercy Ships - UK Limited

Opinion

We have audited the financial statements of Mercy Ships UK Limited (the 'charity') for the year ended 31 December 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 charity's affairs as at 31 December 2022 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 charity 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 charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the Strategic Report and Report of the Trustees, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees which includes the Strategic Report and the Directors' Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Directors' Report included within the Report of the Trustees has 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 charity 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 Report of the Trustees.

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 returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specifiied 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 set out on page 42, 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 charity'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 charity 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 the financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

Based on our understanding of the charity and its industry, we considered that non-compliance with the following laws and regulations might have a material effect on the financial statements: employment regulation, health and safety regulation, anti-money laundering regulation, non-compliance with implementation of government support schemes relating to COVID-19.

To help us identify instances of non-compliance with these laws and regulations, and in identifying and assessing the risks of material misstatement in respect to non-compliance, our procedures included, but were not limited to:

- Inquiring of management and, where appropriate, those charged with governance, as to whether the company is in compliance with laws and regulations, and discussing their policies and procedures regarding compliance with laws and regulations;
- Inspecting correspondence, if any, with relevant licensing or regulatory authorities;
- Communicating identified laws and regulations to the engagement team and remaining alert to any indications of non-compliance throughout our audit; and
- Considering the risk of acts by the company which were contrary to applicable laws and regulations, including fraud.

We also considered those laws and regulations that have a direct effect on the preparation of the financial statements, such as tax legislation, pension legislation, the Companies Act 2006, the Charities Act 2011 and the Charities Statement of Recommended Practice.

In addition, we evaluated the trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements, including the risk of management override of controls, and determined that the principal risks related to posting manual journal entries to manipulate financial performance, management bias through judgements and assumptions in significant accounting estimates, revenue recognition (which we pinpointed to the cut-off assertion), and significant one-off or unusual transactions.

Our audit procedures in relation to fraud included but were not limited to:

- Making enquiries of the trustees and management on whether they had knowledge of any actual, suspected or alleged fraud;
- Gaining an understanding of the internal controls established to mitigate risks related to fraud;
- Discussing amongst the engagement team the risks of fraud; and
- Addressing the risks of fraud through management override of controls by performing journal entry testing.

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

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.

Use of the audit report
This report is made solely to the charity'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 charity'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 charity and the charity's members as a body for our audit work, for this report, or for the opinions we have formed.

Jonathan Marchant
(Senior Statutory Auditor)
for and on behalf of Mazars LLP
Chartered Accountants and Statutory Auditor
90 Victoria Street, Bristol, BS1 9DP
Date: 16th March 2023

Trustees, Principal Officers and Advisors

Directors
Ade Adeyemi *(appointed 4th January 2022)*
Lois Boyle - **Vice Chair**
Dr Leo Cheng
Henry Clarke *(Chair - retired 25th March 2022)*
Justin Humphreys *(appointed 21st April 2022)*
Angharad Milenkovic
Paul Ramsbottom OBE
Dr Michael Spence - **Chair** *(appointed 25th March 2022)*
Dr Juliette Tuakli
Naiomi Thalayasingam
Dr Michelle White
David Mel Zuydam - **Treasurer**

UK patrons
Sir John Major KG CH
Dame Norma Major DBE

International patron
HRH The Princess Royal

Chief Executive Officer
Joanne Balaam

Registered and Principal Office
The Lighthouse, 12 Meadway Court, Stevenage SG1 2EF

Auditor
Mazars LLP, 90 Victoria Street, Bristol BS1 6DP

Banker
Bank of Scotland, 300 Lawnmarket, Edinburgh EH1 2PH

Solicitor
Clyde & Co LLP, St Botolph Building, 138 Houndsditch, London EC3A 7AR

Investment adviser
Rathbone Investment Management Ltd, 8 Finsbury Circus, London EC2M 7AZ

Company No: 3147724 (England & Wales)
Registered Charity No: 1053055
Registered Charity in Scotland No: SC039743

How you can help

Donate
Make a regular monthly donation to Mercy Ships.
Visit **www.mercyships.org.uk/donate**

Nominate us
Nominate Mercy Ships as Charity of the Year partner in your workplace, school, church, or organisation.

Come along
Attend or hold your own event or form a fundraising group in your local community, church, club, or workplace.
Email **events@mercyships.org.uk**

Remember us
Remember Mercy Ships in your will.
Visit **mercyships.org.uk/legacy**

Get involved
Run, jog, walk, cycle, or swim for Mercy Ships by taking part in one of our Challenge Events.
Email **getinvolved@mercyships.org.uk**

Volunteer
Volunteer onboard or in the UK.
Contact us at **volunteering@mercyships.org.uk**

The work of Mercy Ships is only made possible by the generosity of supporters and volunteers.

Help Mercy Ships continue to provide life-changing surgeries and change the face of healthcare in the nations that the ships visit.

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MERCY SHIPS - U.K LTD

England & Wales - Charity number 1053055

Accounts

#TogetherWithAfrica

Come On Board

Mercy Ships UK Annual Report 2021

Mercy Ships

Mercy Ships - U.K. Limited Report and Financial Statements for the year ended 31 December 2021
Company No: 3147724 (England & Wales)
Registered Charity No: 1053055
Registered Charity in Scotland No: SC039743

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Registered Charity No: 1053055. Registered Charity in Scotland No. SC039743.
Company No: 3147724 (England and Wales)

Registered with FUNDRAISING REGULATOR

Left: Maxillofacial patient, Fatimata and her mother Khady in front of the *Africa Mercy*.

Mission Vision Values

Mission

Mercy Ships follows the 2,000-year-old model of Jesus, bringing hope and healing to those without access to safe surgery.

Vision

Mercy Ships uses hospital ships to transform individuals and serve nations.

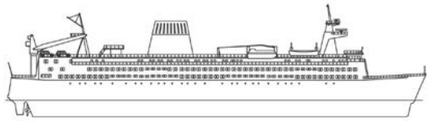
Values

Following the model of Jesus, we seek to: Love God. Love and serve others. Be people of integrity. Be people of excellence in all we say and do.

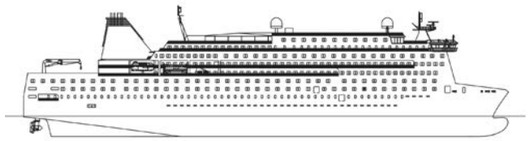
Impact

In 1990, Mercy Ships turned our attention to sub-Saharan Africa where nearly 93% of the population lacks access to safe, affordable, and timely surgery. Since then, Mercy Ships has conducted 41 field services in 14 African countries, most of which are ranked by the United Nations Development Index as the least developed in the world.

Our ships



The *Africa Mercy*
- **5** operating theatres
- **80** patient beds including: recovery, intensive care, and low dependency wards
- Draft **6.0m**
- Length **152m**
- Breadth **23.7m**
- Gross Tonnage **16,572**



The *Global Mercy*
- **6** operating theatres
- **102** acute care beds
- **7** ICU/isolation beds
- **90** self-care beds
- Draft **6.1m**
- Length **174m**
- Breadth **28.6m**
- Gross Tonnage **37,000**

These stories from our efforts around the continent of Africa would not be possible without you.

From the Founder of Mercy Ships

Dear Friends,

Mercy Ships, much like the rest of the world, has been through a storm like no other. The impact of COVID-19 in all aspects of life is apparent all around us. However, despite the many setbacks throughout this year, our mission of hope and healing has not stopped.

During this unique time, Mercy Ships has focused its energy on expanding existing and nurturing new partnerships with several countries in Africa. Thankfully, we have many long-established relationships with partners with whom we could increase our support throughout this year and many lives have been changed as a result.

The *Africa Mercy* has also been undergoing a transformation during this time — receiving maintenance and updates that will add invaluable years to its lifespan. More years means more hope and more healing for those who need it most.

We are thankful for the opportunity to utilise these avenues of healing and look forward to their continued growth and the return of the *Africa Mercy* to Senegal, in 2022. We are also looking forward to the addition of the *Global Mercy* to our mission once it's finished the equipping phase.

I hope that as you read the following pages of our annual report, the stories of transformation and partnership continue to fuel your passion. These stories from our efforts around the continent of Africa would not be possible without you.

We deeply thank all of those who have made this year a banner year of service. We especially thank all who have stood beside us during this time of trial.

We are looking forward to all the possibilities that lay ahead — Thank you.

Following the model of Jesus,

Don Stephens

Don Stephens
Founder of Mercy Ships

From the Chairman, Mercy Ships UK

Mercy Ships UK's 25th year was fittingly brought to a close by our annual, COVID-19 compliant, carol service in Southwark Cathedral which, despite the pandemic, saw the main body of the cathedral filled once again with our supporters, volunteers, staff and friends. The cathedral buzzed not only with the life-changing stories of our patients but also from our amazing, faithful volunteers.

With the ever-increasing generosity of our donors and partners and the dedication of our volunteers and staff, we have never been more well equipped to respond to the diseases of poverty and the lack of adequate and accessible safe surgery. Even without the benefit of our ships in field service during 2021, Mercy Ships has still been able to deliver the equivalent hours of beneficial voluntary service, whether locally within the countries we serve or by using technology to best advantage.

Because of your generosity and commitment, we continue to have been able to achieve much. We have doubled our income within the last six years, we have taken delivery of our new hospital ship the *Global Mercy*, we have launched a successful vaccinations COVID-19 campaign and broadened the awareness of our activities through new media partnerships and platforms and we have achieved a more diverse and inclusive membership to reflect the many strands that come together to sustain a cohesive, relevant and committed governing board.

Having purposefully chosen to follow best practice, including maximum terms of office for trustees, there were several retirements from the Mercy Ships UK board in 2021. These included Dr Keith Thomson (a founder trustee), Andrew Billington, Anthony Dunnett (Deputy Chair) and Peter Ewins (Hon.Treasurer). Sadly, following his retirement, Peter Ewins passed away in the Autumn after a short illness. I pay tribute to each one of them for their immense contribution and diligence over many years.

We welcome Dr Michelle White and Ade Adeyemi as a new trustees. Dr White is a notable and experienced anaesthetist with many years of volunteer operational leadership with Mercy Ships in the field. Adebusuyi (Ade) Adeyemi is a Global Health Policy Expert who works as a Director of a Fellowship programme at the Think Tank Chatham House, where he supports Ministry of Health stakeholders across Africa, by strengthening their leadership and policy development capacity. As I step down from the Chair in March 2022, I am delighted to announce my successor as Chair of the Mercy Ships UK board, Dr Michael Spence CA, who is currently the President and Provost of University College, London. Dr Spence brings a wealth of relevant experience and leadership together with a compassionate heart for the marginalised and needy.

In signing off after 32 years of governance service to Mercy Ships UK, I want to put on record my thanks to so many donors, supporters, partners, volunteers, fellow trustees and staff for making Mercy Ships UK and the greater Mercy Ships global mission what it is today. I am personally heartened by one of our current slogans: "Once a Mercy Shipper always a Mercy Shipper". This is what I have found to be true over the years and a particular characteristic and hallmark of the Mercy Ships family. The commitment and verve I experienced upon my first contact with Mercy Ships has never dimmed as we continue to put our patients and their health transformation above all else.

Henry Clarke
Chairman, Mercy Ships UK

From the Chief Executive Officer

You made 2021 our strongest year to date. Despite the pandemic, Mercy Ships and our supporters continued to deliver accesible, free surgical care and medical treatment to those in unjust poverty and urgent need. Mercy Ships UK's staff continue to prove their adaptability and resilience to the ever-changing COVID-19 situation, and I am very proud of the team and their impressive performance despite the challenges.

In the last year, Mercy Ships has deepened our commitment and partnership with Africa. We are Together with Africa in all we do and work to support and empower local healthcare professionals, you will read about many of these partnerships in the following pages. In total, Mercy Ships performed over 11,000 surgical and dental procedures and trained more than 700 local medical professionals throughout 2021.

I am pleased to say that 2021 was another year of growth. Both in partners and income. Mercy Ships UK's annual turnover grew to £9.3m. Our relationship with Senegal continued to deepen. Mercy Ships hosted the Senegalese ambassador at our US HQ and Senegal's president His Excellency Macky Sall, helped to waive the Suez Canal fee for the transit of the *Global Mercy.* The *Global Mercy* nears operational readiness having completed its maiden voyage from China to the Netherlands, where its hospital is being fitted ahead of its first field service. In the coming months, the *Africa Mercy* is expected to return to Senegal to finish the medical and surgical programmes that we started in 2020, in addition to starting many new training programmes.

I am filled with admiration and gratitude for every faithful supporter who helped to make this work possible and for each volunteer who offered their time and professional skills so generously and with such dedication during another challenging year.

As we move into 2022, I trust that this report will inspire you and that you will continue to support us. Through your donations and your partnership, you bring hope and healing to those in desperate need and help to empower nations to look after their own people. Thank you for being a part of this journey – the best is yet to come.

Thank you for being a part of this journey – the best is yet to come.

Joanne Balaam
Chief Executive Officer, Mercy Ships UK

A Word From a Board Member

As 2021 comes to an end, we celebrate the passage of another incredible year as an organisation. This year looked unlike any before it, yet together with our partners across Africa, we rose to the challenges and found innovative new ways to bring hope and healing. Through programmes in 11 different African nations, Mercy Ships kept striving to meet its goal: to help as many people in 2021 as during a normal year.

People like Hounsigbo, a 70-year-old woman blinded for years by cataracts, can now see, thanks to an operation sponsored by Mercy Ships and performed by former trainee and current partner, Dr Wodomé, in Togo. Another example is of medical professionals in Liberia who received vital training in neonatal resuscitation, among other areas, thanks to our collaboration with a local training hospital. And in our dental clinic in Guinea, young dentists continued honing their skills and preparing to bring life-changing care across the country thanks to the partnership of those at the Gamal University. Our work continues to positively change lives and impact communities.

Of course, all these successes were only possible because of the strong relationships we have built across a number of African countries with governments and healthcare leaders who are deeply committed to seeing their surgical care systems grow. We are thankful to be invited as part of the journey and celebrate transformations together. The innovations and initiatives we see taking place in our partner nations is exciting to see. And with the addition of the *Global Mercy* to our fleet in the next year, this is only the beginning.

Lucy Quist
Mercy Ships International Board Member

Named Among Humanitarian Awards Global's 100 Most Influential Change Makers in Ghana

Left: Cataract patient after her successful surgery.

2021 in Review

During the pandemic, Mercy Ships was ideally placed to adjust and ensure that we continued to transform and change lives. 2021 found Mercy Ships working on the ground throughout Africa, deepening and developing new partnerships to provide critical capacity building, training and mentoring, infrastructure projects, and investing in people and equipment across the continent. We were also providing multi-country online opportunities and direct patient care designed to support and strengthen healthcare systems in the nations we serve.

Despite the challenges Mercy Ships was determined to help as many people as we do during a normal field service. Thanks to partnerships with other organisations and Ministries of Health, ongoing training programmes, and direct medical care in several of our partner nations, Mercy Ships is grateful to have met – and even surpassed – this goal. It was only possible together.

As we prepare for a historic year in 2022 with two ships in service in Africa, we look ahead to the future with great hope and anticipation. We're welcoming crew from around the world, preparing our newest vessel for her first field service, and preparing for a year filled with transformation like never before.

Sustainable Development Goals

The Sustainable Development Goals (SDGs) are the UN's blueprint to achieve a better, more sustainable future for all. They address the global challenges we face, including health. Ensuring healthy lives and promoting wellbeing for all at all ages is important for building prosperous societies and working towards all of the UN's SDGs.

The work of Mercy Ships contributes towards directly towards SDG 3, Good Health and Well-Being. Together, we can end the global surgery crisis.

Together with Africa

Everything we do, we do together with Africa. Through empowering partnerships with local healthcare professionals and similar NGOs Mercy Ships works to strengthen local healthcare systems. Together with our African partners, we are creating sustainable, holistic change.

The following graphs show what we accomplished in 2021, with the help of our partners in Africa.

Above: Alisdair Booth, Second Engineer

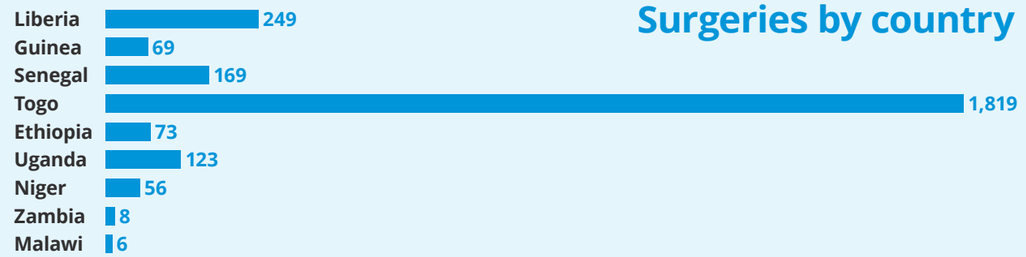
AFRICA 2021

3,138
Total surgical procedures

16,067
Dental procedures

2,526
Basic oral health instruction

Surgeries by country

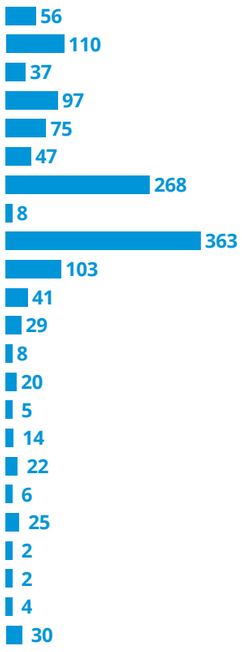


Medical Capacity Building

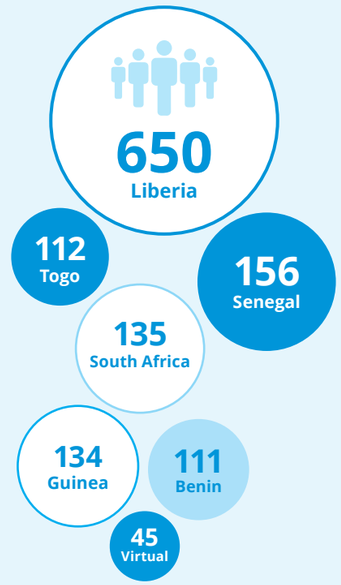
1,343
Medical capacity building participants trained

157,812
Total number of participant training hours

Courses presented and total number of participants:



Participant numbers by country:



The Journey of the *Global Mercy*

This was an historic year for Mercy Ships, as our first purpose-built hospital ship, the *Global Mercy*, completed construction and officially joined our fleet. Building a ship during a global pandemic meant overcoming many obstacles, but we persevered with one vision in mind. Through our new vessel Mercy Ships will be able to double our impact in host nations.

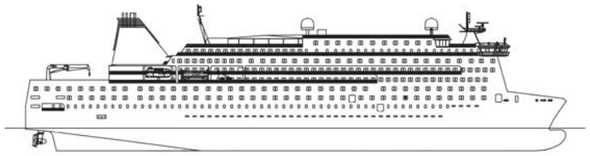
When 2021 began, the vessel was in Tianjin Xingang shipyard in China, completing the final stages of her construction under the expertise of our partner, Stena RoRo.

On 30th April, we celebrated as she completed her third and final set of sea trials, marking the *Global Mercy* as officially seaworthy.

On 16th June, Mercy Ships representatives, officials from the shipyard and partnering organisations gathered to celebrate the completion of the *Global Mercy's* construction. The new vessel was officially ours! "This day is a dream come true — not only for us, but for those we serve," said founder Don Stephens.

Shortly after, she set sail to the open seas for the first time as she began her delivery voyage from China to Belgium. Along the way, the vessel made several key stops:

- The ship sailed through **the Suez Canal**, where she was granted free passage thanks to the generosity of the government of Egypt. This gift was coordinated by our partners in Senegal, including His Excellency President Macky Sall.
- Next, on 2nd September, the *Global Mercy* paid a visit to **Malta**, the nation where she is flagged.
- On 12th September, the *Global Mercy* arrived in **Antwerp, Belgium**, where she will remain for equipping until early 2022. Next, she will sail to the Port of Rotterdam to welcome visitors aboard before finally living out her purpose with her first field service in Africa.



Global Mercy

2011
Mercy Ships Decides to Build a New Ship

13 Dec 2013
Mercy Ships Signs the New Ship Contract

16 Sept 2015
Keel Laying in China

30 April 2021
Passes Final Sea Trials

16 June 2021
Delivery from Shipyard

Q1 2022
Equipping and PR events in Europe

Q2 2022
Planned Sail to Senegal for Africa
Celebration and field service

Right: The *Global Mercy* on her maiden voyage from China to the Netherlands

Joff Williams spent his childhood in Zimbabwe, watching his parents use their skills with The Salvation Army. His childhood experiences were formative: "It opened my eyes to a lot of realities about what it means to live in Africa, and both the beauty and the challenges of the continent." Now, decades later, Joff is stepping into a new role as the Managing Director of the brand new *Global Mercy*, a role he weighs as an incredible blessing as well as responsibility.

"As an organisation, we have a tremendous opportunity here to send a message with the *Global Mercy*... that people are valued and that we should be serving each other. That's a big part of the reason we exist on this earth, is service to each other and following Jesus."

Mercy Ships is committed to environmental sustainability, including:

- Low sulfur marine fuels help reduce contaminants
- Sailing at low speeds between ports to reduce carbon emissions
- Filtering AC condensation for technical use, reducing potable water use by 50%, and using high-efficiency systems to reduce energy consumption by 15%.
- Complying to international (MARPOL 73-78) standards, which regulate what ships do with waste, oil, sewage, garbage, and air pollution
- Energy-efficient LEDS in light fixtures

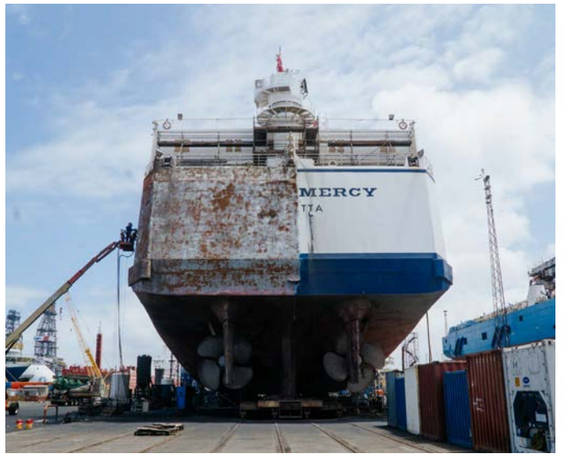
Work On Board the *Africa Mercy*

While the day-to-day life onboard the *Africa Mercy* looked very different in 2021 due to COVID-19, some constants remained. Volunteer crew continued to keep every part of the ship running, from the bridge and the engine room to the Academy onboard. More than 420 volunteers joined the *Africa Mercy* – some for just a few weeks, and others for the entire year.

Mercy Ships smoothly pivoted through the pandemic and brought forward the planned refurbishment of the *Africa Mercy*. This essential work will extend the ship's operational life and ensure that it is fit for purpose for many years to come.

Volunteers worked hard throughout the pandemic, alongside shipyard workers, to refurbish the ship. They used about 49 tons of paint, replaced 120 windows, blasted and painted over 14,000 tanks, and upgraded the main engine, among many other projects.

Now, after this vital refit, the *Africa Mercy* is preparing to return to Senegal.



Above: The *Africa Mercy* receives maintenance during shipyard.

Reflections on Prayerful Leadership during a pandemic

Bernard van den Bosch

Over the last year and a half, Managing Director Bernard van den Bosch led the *Africa Mercy* through an unprecedented moment in history. It began in March 2020, when most of the world locked down due to COVID-19. "There's a picture of all those people standing in a row on the dock… 200 crew left all at once… that was a rollercoaster," he remembers.

Since then, the remaining crew onboard have been anxiously awaiting the day they sail back to Senegal to complete the interrupted field service. "There [were] lots of things you [weren't] not in control of, so I had to learn to trust God more," he says.

Bernard recalls the Saturday morning when those onboard the *Africa Mercy* learned the ship would not be able to return to Senegal in July as originally planned. "I gathered the crew and of course, we prayed, and I tried to put it in perspective." During that gathering, Bernard read Psalm 91, which reminds us that even in times of great disappointment, "[The Lord's] faithfulness is a shield and buckler." (Psalm 91:4, ESV).

This faithfulness has carried Bernard through the challenges of leadership during a season filled with unknowns. Like the rest of the organisation, he is eager to return to Africa. He has kept his gaze on the original mission of Mercy Ships: bringing hope and healing to those who need it most. Now, as 2021 draws to a close, he cannot wait for the promise of the return to be fulfilled – not just for the volunteers who will serve in Senegal, but for the patients who have been patiently awaiting their surgery onboard: "There's really a new hope."

Images: Top Left: Volunteer, Abdulai Sesay, Deck Rating. *Bottom Left:* Kathryn Dungworth, First Grade Teacher. *Right:* Bernard van den Bosch, *Africa Mercy* Managing Director.

Responding to COVID-19

COVID-19 Policymaking

In response to the pandemic, Mercy Ships created an internal COVID Medical Advisory Group focused on adapting to the latest medical information and creating safety-focused, responsible policies. These health and safety policies continue to be instrumental in bringing both our ships to Africa safely. All decision-making was based on data-driven information provided by reputable medical organisations, such as our partner the World Health Organisation.

Together with our partners, Mercy Ships was able to secure vaccines for volunteers, as well as local day crew in Senegal who don't have access to the vaccine and future patients who wish to be fully vaccinated against COVID-19.

Mercy Ships also donated £2.2 million to support COVID-19 vaccine delivery, education campaigns, and training of local healthcare professionals to administer vaccines in West and Central Africa.

This year, with the help of generous partners, Mercy Ships donated and delivered 817,300 units of PPE valued at more than £821,000.

New and deepened partnerships

Mercy Ships was well placed not to let the pandemic stop our vital work. We started new partnerships and deepened existing ones to ensure that the work was able to continue, safely. Mercy Ships was working with new and existing partners in Liberia, Togo, Guinea, Malawi, Uganda, Niger, Zambia, and Ethiopia.

Emergency Vaccine Support

Mercy Ships worked with our partners and supporters to raise over **£631,380** (at time of writing) to help vaccinate the most vulnerable people in Central and West African nations, including Senegal, Benin, Guinea, Liberia and Sierra Leone. This also funded training of more African doctors and nurses to administer the vaccine and to spread the news about the free vaccine to rural and remote communities.

Dr. Pierre M'Pele, Africa Bureau Director

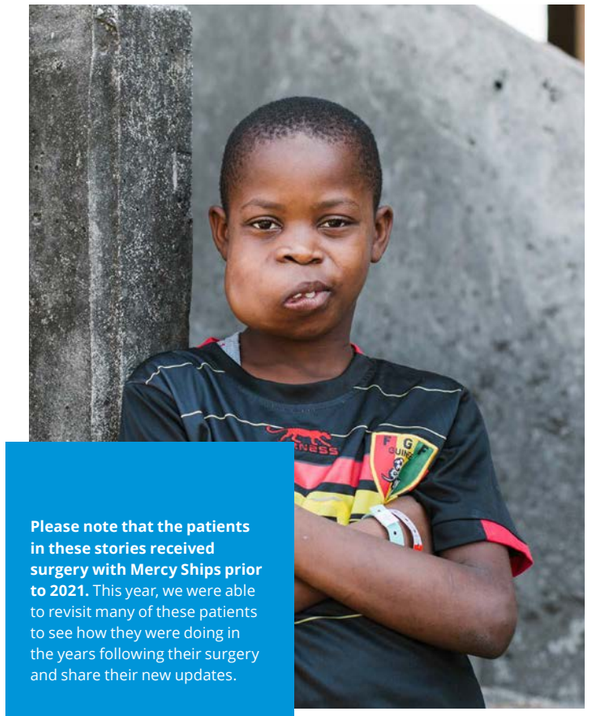
In Dr Pierre M'Pele's Words

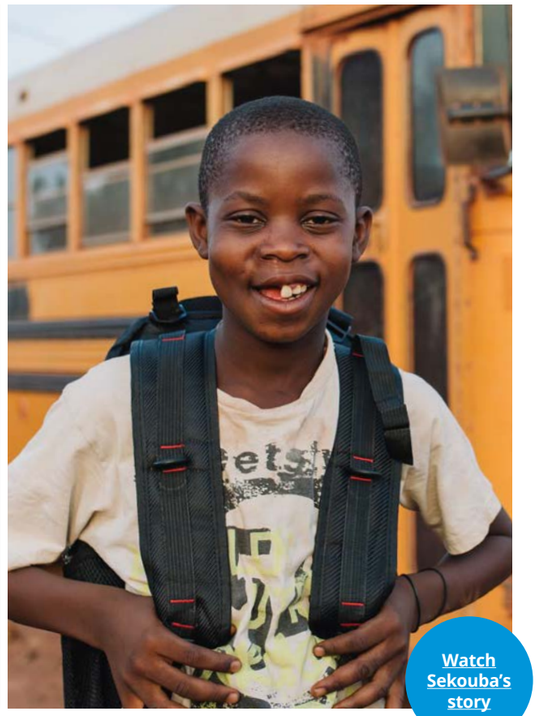
"Leading the Africa Bureau [during the pandemic] was very tough. But we seized the opportunity and made sure that we can support African countries to deal with the COVID-19 response together.

We had a plan, and we implemented the plan by making donations of more than 1.2 million pieces of PPE to 11 countries. That was with the aim of protecting our counterpart health workers.

We also have a special partnership with UNICEF about the vaccine in Western and Central African countries. We also supported Senegal through a donation to support their national response against COVID-19.

The pandemic demonstrated that we need to support Africa to strengthen the healthcare systems. We now have a ship with all the facilities to not only provide free surgeries, but also to focus more on capacity building and make sure that we bring African colleagues to do surgery on board. We work as a team. It's kind of a dream."





Please note that the patients in these stories received surgery with Mercy Ships prior to 2021. This year, we were able to revisit many of these patients to see how they were doing in the years following their surgery and share their new updates.

Watch Sekouba's story

A life transformed: Sekouba

It was just an ordinary morning when 10-year-old Sekouba first noticed a tiny lump in his mouth, no bigger than a button. He showed it to his mother, M'mahawa, who told him not to worry.

"Maybe it will go away on its own," she said.

But it didn't. Over the course of the next year, the lump grew, eventually forming a tennis ball sized tumour filling Sekouba's cheek.

People began to taunt him, asking, "What's that in your mouth?"

To shelter himself from the endless teasing and stares, Sekouba dropped out of school and confined himself to his home.

Every day for nearly two years he would wait anxiously for his brothers to return home from school so that he could continue to learn.

The family was at a loss for what to do before they heard about a hospital ship coming to their country. He and his mother traveled three days to where the *Africa Mercy* was docked in search of help for his condition, but Sekouba held out hope.

After surgery, the sight of Sekouba's healing face brought his mother endless joy.

"Every time I pray, I thank God for this ship," M'mahawa said. "I don't know what we would have done without it."

In 2021, two years after his surgery, Mercy Ships had a special opportunity to see how Sekouba was doing. Reflecting on his experience, Sekouba said, "Before the surgery, my friends were laughing at me. I was not going to school… After the surgery, people are happy to have me here. I started school again. When I finish my studies, I [would] like to be a doctor."

"Every time I pray, I thank God for this ship."

"I saw a difference in my life before and after," Sekouba continued. "Before the surgery, nobody was approaching me, but after the surgery people were coming close to me! I was happy… because I was healed."

Images: Sekouba before and after surgery on board the *Africa Mercy.*

Emergency COVID-19 Vaccines for Africa Appeal

During the pandemic Mercy Ships supporters worked hard to provide vaccines for the continent. Mercy Ships ran an Emergency Vaccines for Africa appeal.

Your support has provided vaccine doses to protect the vulnerable, like Adzia, a grandmother in Benin. Grandmothers play a vital role in many African households, caring for and nurturing grandchildren. Adiza previously had surgery to remove a large tumour in her throat onboard our hospital ship the *Africa Mercy* when the ship visited her country.

You have helped deliver 7.4 million doses of the vaccine in the West and Central African region. This is enough to help protect millions of healthcare workers, the elderly and the most vulnerable patients from the worst effects of COVID-19. You have saved countless lives - thank you!

The Emergency COVID-19 Vaccines for Africa campaign had three aims:

1. Deliver

Deliver vaccines to key workers and vulnerable people in West and Central Africa

2. Train

Train healthcare workers to administer the vaccines

3. Share

Share the news about the free vaccines to rural and remote communities

"In the fight against the virus, we are all in this together."

António Guterres, The Secretary-General of the United Nations

This is what you helped make possible:

1. Deliver

- **7.4 million doses** of COVID-19 vaccines have been shipped, enough to fully vaccinate nearly 4 million people.

2. Train

- Nearly **14,500 health workers** have been trained across more than 1,000 vaccination sites in West and Central Africa.
- Just over **9,000 community health workers** have been trained on how to engage their communities to provide information on COVID-19 vaccines.

3. Share

- **8.9 million people** reached with information about COVID-19.

Images: Adiza, after surgery onboard the *Africa Mercy.*

A life transformed:
Aminata

Ousman was excited to receive the call from his sister saying that his niece had finally been born. However, that excitement quickly turned into heartache once he learned that baby Aminata had been born with a cleft lip.

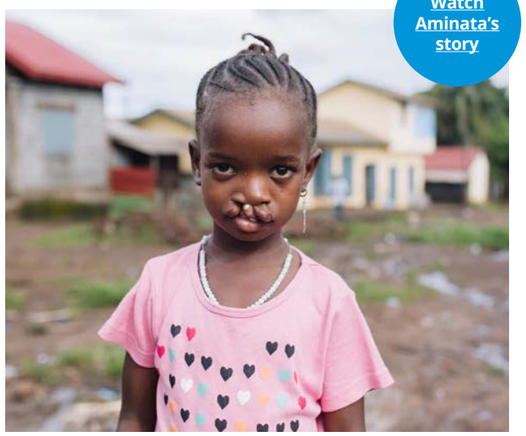
As she grew, young Aminata’s condition began to cause malnutrition, making her body develop very slowly. At eight years old, Aminata’s height and build resembled that of her four-year-old cousins. Because she was ashamed of the way she ate, she refused to eat in public and instead, would only nibble on meals that were placed around the house for her to find.

After eight years and several failed attempts to find a solution, the family had all but given up – until Ousman heard an advertisement on the radio about a ship that offered free surgeries.

Once Aminata was accepted as a patient, Ousman was excited to make the call to his sister letting her know the fantastic news — Aminata was going to receive surgery! Following the surgery, Aminata was able to heal knowing that her family had never given up on her.

“To give up hope would be the end,” Ousman said. “We did not think about what would happen if she did not get surgery. We held on to the hope we had... Now, she has so many more opportunities, and we are so blessed. We are so thankful for all that was done for our family.”

Watch Aminata’s story



Images: Aminata before and after surgery.

Liberia

650
Participants trained

21,965
Participant training hours

Courses provided to participants:

Anaesthesia Mentoring: 41

Biomedical Technician Mentoring: 33

MCB Surgeon Mentoring: 4

Nurse Mentoring: 41

Lifebox: 268

Mental Health: 119

Neonatal Resuscitation: 103

Nurse Training: 29

Nurse Training: *Training of Trainers:* 8

Paediatric and Surgical PUMP: 20

Sterile Processing: 5

With a country engagement team on the ground in Liberia this year, Mercy Ships was able to launch and deepen many exciting partnerships. Education was a high priority focus for our programmes in Liberia. Over the course of the year, we offered several training courses, including biomedical technician training, neonatal resuscitation, and basic life skills courses.

Mercy Ships also partnered with a local hospital to donate needed anaesthesia equipment and surgical care. Mercy Ships volunteer ENT surgeon, Dr. Doug Schulte, performed 249 surgeries by the end of the year, greatly helping to reduce the surgical backlog formed during the pandemic. Two Mercy Ships volunteer nurses also shared their time and skills to provide care and nurse mentoring to participants like Pris Senah, a registered midwife.

Pris Senah,
Registered Midwife

“Sometimes you learn something and then you no longer do it,” she said. “This helped remind us what we should do. I will use [the neonatal resuscitation training] regularly with complicated babies to save the baby’s life.”

Above: Dr Doug Schulte mentoring Dr Juvenal, general surgeon, and Alfred, scrub nurse.

Togo

Mercy Ships was active in many projects in Togo this year, including providing a Mental Health training programme as well as supporting our long-time partner, Dr Abram Wodomé, in establishing his new cataract surgery training institute. Mercy Ships also sponsored 1,000 cataract surgeries through a partner organisation, Sight.org.

A Sight to See: Dr Wodomé

Dr Abram Wodomé is an ophthalmologist in Lomé, Togo. A decade ago, he completed a mentorship onboard the Africa Mercy. After learning alongside Mercy Ships volunteer eye surgeons, he caught a passion for charity work and opened a clinic of his own where he continues to perform free cataract surgeries and train other Togolese surgeons.

In 2012, Mercy Ships donated essential training equipment to Dr Wodomé and his clinic. In addition to the training he received on board, this donation has enabled him to bring more sight to people blinded by cataracts. As Togo's leading cataract surgeon, Dr Wodomé provides thousands of surgeries every year to visually impaired patients. Many of these surgeries are performed entirely free of charge.

"The future of eye surgery in Africa looks very bright because more and more people are interested in quality training. It is the basis of everything. When the training is of good quality, the surgery gives good results, and the patients are confident about their practitioners. I think that over the next few years, Africa is promised a better future."

Because of the skill and commitment of Dr Wodomé, his team, and Mercy Ships medical capacity building programme and donations, his patients have the hope of restored sight and fulfilling their dreams.

Partnerships like this lead to long lasting impact and help make progress towards our goals and those of the UN's SDG 3.

"I used to say, 'if you give someone fish to eat, you feed him for a day. If you teach him to fish, you feed him for his whole life. But if you teach people how to teach other people, then you feed a village for a whole generation.'"

Dr. Wodomé

Watch Dr Wodomé's story

112
Participants trained

4,763
Participant training hours

Courses provided to participants:

MCB Surgeon Mentoring: 4

Mental Health: 108

1,819
ophthalmic surgeries completed in Togo in 2021:

- **410** Togo cataract surgery teaching institute: 410
- **762** Cataract surgery campaign: 762
- **647** Sight.org partnership: 647

A life transformed: Hounsigbo

For more than three years, Hounsigbo lived in total darkness, cataracts clouding her vision in both eyes. Before, Hounsigbo had been busily working in her village in Togo, going every day to the forest to cut trees and weave mats out of their branches, selling them to earn a living. But now, the 70-year-old spent her nights and days in a small room in one of her children's homes, completely dependent on her family to survive.

That's where Dr Abram Wodomé comes in. In a city not too far from Hounsigbo, this surgeon restores people's sight in a mere seven minutes. For years, Mercy Ships has been partnering with him, sponsoring surgeries at his clinic for people who might otherwise not have access.

Hounsigbo had heard about Dr Wodomé's clinic, but she doubted she could afford it. Fortunately, her grandson, Louis, was determined to get her help regardless of their financial situation.

Soon, Louis' faith was rewarded. Hounsigbo was approved for surgery, and before she knew it, she was in Lomé and going into the operating room. The next day, when her bandage was removed, Hounsigbo immediately laughed out loud, then ran into the next room to give Dr Wodomé a hug. She could see everything!

She is no longer dependent on her children and grandchildren: now, she is free to return to work and take her place as the matriarch of the family. "I have been given grace to live again," she says.

Images: Hounsigbo before and after surgery.

Senegal

Mercy Ships programmes continued to transform lives throughout this year. Mercy Ships trains participants in sustainable agriculture practices through our nutritional agriculture project, as well as running various essential medical capacity building and infrastructure projects and continuing to support projects through funding donations. We also partner with the Ministry of Health and local hospitals to provide surgeries locally to patients who have been awaiting care.

The Sustainable Impact of Food for Life

Meet Birima, a student at the Food for Life course, which Mercy Ships runs. Along with a group of more than 30 fellow students, Birma has now been taught a foundation in the world of agriculture, including agroecology, nutrition, and food processing.

But the course does more than just that. It aims to empower the participants to provide for their communities. Now Birima has his own food production business. He started his venture with the equivalent of $40 — and it has already bloomed into a thriving, sustainable local business.

"Having this knowledge allows me to be independent and take care of my own food supply," says Birima.

Above: Birima, Food for Life course participant.

160
Participants trained

37,584
Participant training hours

Courses provided to participants:

Anaesthesia Mentoring: 34

Biomedical Technician Mentoring: 14

Clubfoot Courses: 22

Clubfoot Mentoring: 6

Nutritional Agriculture: 55

Palliative Care courses: 25

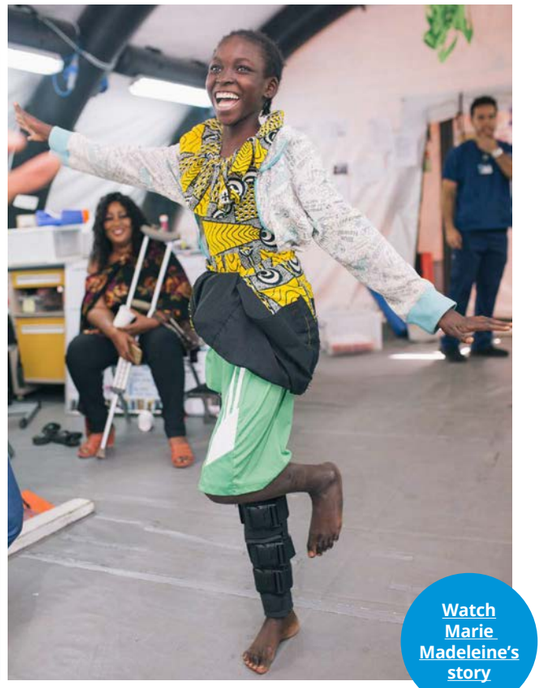
Sterile Processing Courses: 2

Ultrasound Courses: 2

Mercy Ships provided 169 surgeries in Senegal in 2021:

General surgery: 56

Ophthalmic surgery: 113



Watch Marie Madeleine's story

A life transformed: Marie Madeleine

Marie Madeleine always loved school – and refused to let her condition slow her down. As a child, she developed an abnormally tight muscle contracture in her leg, leaving her with a severe limp when she walked. Despite this difficulty, Marie Madeleine continued making the short journey to school.

"My hope is for her to be like every other girl with a backpack going to school," said her grandmother. "But we couldn't afford surgery, so we just waited for a miracle."

One day, that miracle arrived in the form of news from a neighbor in their village, who told them about the *Africa Mercy* arriving in the Port of Dakar. Soon, Marie Madeleine had a surgery scheduled and an end dream in sight: walking back into school.

"My hope is for her to be like every other girl with a backpack going to school."

Two years after her surgery, Marie Madeleine is walking better than she had in years. Many things have changed in this bright 14-year-old's life, but one thing has remained the same — she still loves to learn!

"She is going to school and she says she wants to be a doctor!" says Marie Madeleine's mother. "She wants to help people back like she was helped."

Images: Marie Madeleine before and after surgery.

Guinea

Mercy Ships has been actively engaged in Guinea ever since the Africa Mercy visited in 2018-2019, and this partnership has continued in 2021. This year, some of our key projects included ongoing investments and training at the Gamal University dental clinic and maxillofacial surgery training centre, as well as surgical and biomedical training, infrastructure, and equipment donation projects.

"Through this programme with Mercy Ships, I realise that the dental field is not a small profession, but a noble one. It is an important part of taking care of community health."

"This dental programme really helped me to improve in the dental field. Before, we had courses, but we were not that confident in ourselves. When Mercy Ships came, we understood that there is a huge difference between talking about theory and taking practical simulation courses. Thanks to Mercy Ships, today we really recognise ourselves as dentists." **Francois, a student at the Gamal Abdel Nasser University dental school**

Watch Francois' story

Above: Francois, training in the simulation lab.

Dr David Ugai, Guinea Country Director with student

Dr David Ugai

Dr David Ugai first joined the Mercy Ships dental team in 2012. His passion for safe dental care and quality training led him to lead the dental training programme at Guinea's Gamal University, in collaboration with university leadership and local partners. This year, with the help of Dr David, Mercy Ships continued training 37 future dentists at the post-graduate dental programme in Guinea.

"I enjoy working with students. I enjoy helping them realise their potential and seeing that light bulb go off when they get a procedure right. I can't do much myself — but if I can teach people to do much, much more, that's going to make a bigger impact." **Dr David Ugai**

134
Participants trained

30,680
Participant training hours

Courses provided to participants:

Dental Partner Unit Mentoring Programme: 37

Safe Surgery: 97

69
Through the expertise of Mercy Ships partner and former trainee, Dr. Raphiou Diallo, we were able to provide 69 surgeries in Guinea this year.

Watch Gamai's story

A life transformed: Gamai

Confort never imagined the morning she put on a pot of boiling water to make some rice for her hungry daughters would be the start of a mother's nightmare.

One-year-old Gamai, who had just started walking, toddled past the pot knocking it over onto herself as she fell. Confort rushed Gamai to the local hospital but was only able to afford some ointment for the pain. Not knowing what else to do, they reluctantly watched their little girl grow over the next few years with contracted hands and arms, severely limiting her mobility.

Then one day, Confort learned of an opportunity for people to receive restored mobility from an operation — a specialty of Mercy Ships. When the ship arrived in Guinea, Confort made the brave journey with Gamai , then 4 years old, out of the family compound to the *Africa Mercy*.

"Now I am a different woman," Confort said. "I am filled with happiness that being hidden will not be Gamai's future."

In 2021, a few years after her surgery, Gamai's father says his young daughter remains completely

full of life — whether she's helping around the house or dreaming of becoming the next president. "Before she was so weak... today she is so active. She can do movements that she couldn't before. It was like she was in jail, but today I can say that she is free."

Images: Gamai before and after surgery.

Above: Dr. Tertius Venter with a young patient

Partnering with CURE International

In 2021, Mercy Ships brought surgical care to patients in need of hope and healing in an exciting new way. Through a new partnership with CURE International, four long-term Mercy Ships volunteers offered life-changing care to patients in CURE hospitals in Uganda, Niger, Zambia, Ethiopia and Malawi for several weeks at a time.

Dr Tertius Venter and Dr Sarah Kwok were both thrilled to represent Mercy Ships and use their skills to serve in CURE hospitals. As a CURE volunteer, Dr Tertius spent several weeks in Niger and Ethiopia performing plastic reconstructive surgery on children as well as assisting with the mentoring and training of surgeons.

"I'm very impressed with the organisation and level of care that CURE brings to their patients," said Dr Tertius. "I am grateful to God, Mercy Ships, and CURE for the opportunity to continue to serve God's heart by serving the poor even under these unprecedented COVID pandemic circumstances. I'm blessed that I can pursue my call and reach out to those in need."

Dr Sarah, who split her time between CURE hospitals in Uganda and Ethiopia, saw hope and healing come to life through this partnership. "The children often have complex neurological problems, which makes caring for them challenging. By walking alongside the team here, we are setting high standards of care and ensuring the patients get the very best they deserve. The team is transforming lives and giving patients a future filled with hope and expectations of a normal life."

266 surgeries

Mercy Ships partnered with CURE International by sending volunteers to five different CURE hospitals in Ethiopia, Malawi, Niger, Uganda, and Zambia. In addition to mentoring local healthcare professionals, Mercy Ships volunteers were able to perform a total of 266 surgeries:

Ethiopia:

34 orthopaedic surgeries

39 reconstructive plastics surgeries

Malawi:

6 reconstructive plastics surgeries

Niger:

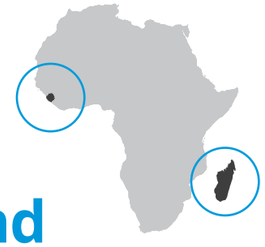
56 reconstructive plastics surgeries

Uganda:

123 neurosurgeries

Zambia:

8 orthopaedic surgeries

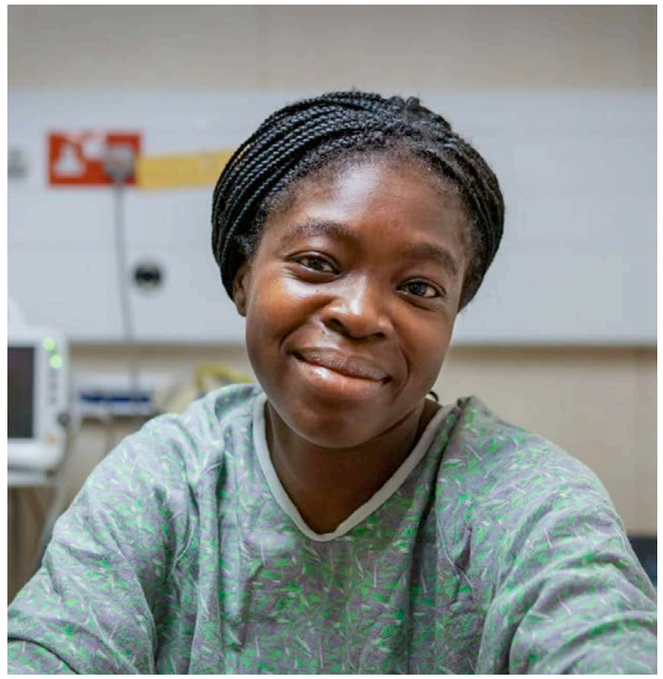


Madagascar and Sierra Leone

Mercy Ships programmes continued in Madagascar and Sierra Leone, where we partnered with local nongovernmental organisation Freedom From Fistula. Through this partnership, we were able to fund surgical care, education, and empowerment for women suffering from an obstetric fistula.

An obstetric fistula occurs during an obstructed labour when emergency care is unavailable.

Women suffering from obstructed labour often struggle until the baby dies. During this agonising process loss of circulation causes tissue to die, leaving large gaps between the birth canal and bladder or rectum, causing incontinence. Most women and girls suffering with obstetric fistula are ostracised by their families and communities as they smell and are constantly wet. They must live as outcasts. Fistula is all but eradicated in the developed world. In contrast, it occurs to thousands of women and girls in Africa every day.



Above: Fistula patient, Mireille after surgery on board the *Africa Mercy.*

South Africa

In South Africa, Mercy Ships focused on promoting mental health with an innovative new mental health training programme. Through the course, 105 local healthcare professionals learned practical and sustainable ways to promote better mental health among their patients. Parts of this course focused specifically on mental health among current prison inmates as well as their families.

In addition, Mercy Ships led several SAFE courses designed to promote safer surgery practices.

Meet one of our Heroes of Healthcare, Dr Gcobani Tuswa, a local surgeon who is transforming cataract care in South Africa.

When Dr Tuswa came to Mercy Ships in 2009, he received an intensive six-week training on the Manual Small Incision Cataract Surgery (MSICS), an effective and inexpensive procedure to treat cataracts.

The advantages of MSICS became evident to Dr Tuswa soon after his time with Mercy Ships: "When I came home to my hometown, Mthatha, I started working in a public hospital and they were cancelling surgeries because the hospital had a shortage of suturing material. And I said, no, we can do this with the MSICS... I showed them how this surgery works, and they were amazed. MSICS is now a standard cataract operation procedure at the Mthatha hospital. The four junior doctors that I worked with went to learn this procedure and became eye specialists as well. Now they are working in different places around the country."

Dr Tuswa opened his own practice in 2020 — the only one in the area. "In the future I want to expand my practice. Hopefully I'll be able to open operating theaters and find colleagues to work with. Then we'll be able to help even more people and continue to fight the cataract problem in my country."

Focused on promoting mental health with an innovative new mental health training programme.

135
Participants trained

11,627
Participant training hours

Courses provided to participants:

Mental Health: 105

SAFE Obstetric Anaesthesia: 4

SAFE Obstetric Anaesthesia:
Training of Trainers: 30

Benin

With flourishing projects in Benin throughout 2021, Mercy Ships was able to build upon years of partnership with the Ministry of Health and local healthcare professionals. Our projects in Benin this year included running an Essential Surgical Skills and Essential Pain Management course, in collaboration with Dr Odry Agbessi, former trainee and current partner of Mercy Ships. This year, Dr Agbessi was honoured with a 2021 Leadership Award by a Senegalese non-profit, Speak Up Africa, in recognition of her dedication to raising awareness to Africa's pressing health issues.

In Benin this year, we also ran a Food for Life training course and built a Food for Life training centre. The new regional campus will facilitate training for local agriculturalists to learn sustainable farming and agro pastoral practices, so they can rebuild, restore, and renew their land. The building of the Food for Life campus was in done in partnership with Phaz Compassion, led by Mercy Ships volunteer Eliphaz Essah.

111
Participants trained

50,127
Participant training hours

Courses provided to participants:

Essential Pain Management: 56

Nutritional Agriculture: 55

"This is really what I was looking to do in my life. Training young people to be self-dependent, transferring good techniques, and creating a relationship between health, nutrition, and also sustainable agriculture activities. This is something unique that I came across with Mercy Ships and it shaped my vision [for Food for Life]."

Eliphaz Essah

Above: Eliphaz Essah, with participants from the Food for Life programme.

Volunteers Making Their Mark

This year, we continued to build a solid talent pool of volunteer professionals to support operations of a two ship fleet.

With the *Africa Mercy* returning to Senegal, and completion of the *Global Mercy's* equipping and sail to join the *Africa Mercy*, the capacity for hope and healing will double — as will the need for volunteer crew.

Above: Clementine Tengue celebrating with a women's health patient at her dress ceremony.

Making a Hospital Ship Home:
Clementine Tengue

"Togo is my country, but Mercy Ships is my home."

It was a conversation with her pastor, all the way back in 1995, that changed the trajectory of Clementine's life. Clementine was working at her church when she heard that a hospital ship would soon be arriving in her home country of Togo. She was immediately intrigued — enough to leave her job to serve on board as a local day crew.

Almost two years later, Mercy Ships founder Don Stephens asked Clementine to step into a newly created role ministering to patients. She was recruited to serve for five months — and 23 years later, Clementine is still on board.

In 2020, Clementine took a brief leave of absence from the *Africa Mercy* to travel back to Togo and visit her family. One week before her return to the ship, where she had left all her belongings, she learned that a pandemic was quickly sweeping the globe. Travel came to a halt.

As weeks turned to months and then a year, Clementine continued to live out her faith joyfully every day in Togo. A former Mercy Ships trainee, Dr Wodomé, asked Clementine if she would be willing to serve in a ministry role in the clinic. It was an easy yes. Every morning, Clementine comes to the clinic and meets all of the patients. With her signature glowing smile, she leads devotionals, calms fears, and prays for each patient before they go into the operating room. As soon as possible, Clementine plans to return to her ship home. After spending time filling vital needs on the *Africa Mercy*, she will embark on a new adventure as hospital chaplain on board the *Global Mercy*.

Renier Marx, Chief Electrician

Keeping the Lights On:
Renier Marx

Renier Marx, from South Africa, first heard about Mercy Ships and the mission of bringing hope and healing back in the late 1990s, but it was many years before he and his family came aboard.

Renier, his wife Evilin, and their three children joined Mercy Ships as crew in 2011 and moved on board the *Africa Mercy*.

When asked what kept him on board all these years, Renier jokingly said, "Once you drink the water for more than two weeks, you're stuck here!"

In addition to applying his passions to meaningful work, Renier loves serving alongside his family. Evilin, an outpatient nurse, and their children, students in the school, all had their place to thrive.

"On board, you can be here with your family, and everyone's working toward the same goal. It drives us. We've all got the same common goal," said Renier.

After years of serving aboard the *Africa Mercy*, Renier was invited to take part in a new challenge with Mercy Ships. Along with his family, Renier has spent the past five years living in a hotel in China to help guide the build of the *Global Mercy* as a project engineer.

Now, as Chief Electrician onboard the *Global Mercy*, Renier Marx jokes that his job is amazingly simple — it's all about keeping the lights on.

One of Renier's favorite parts of being onboard the *Global Mercy* is the diverse crew from around the world that he gets to meet, saying that diversity onboard a Mercy Ship makes it truly unique:

"We're so diverse, and everyone comes with their unique skills and experiences. We all bring a little color to the ship."

Making History:
Captain Taylor Perez

For Captain Taylor Perez, making his mark means serving as the first Captain of the *Global Mercy*. In this new role, Captain Taylor is pioneering a historic new wave for the organisation: "This is where I feel called right now. I have confidence about that."

Captain Taylor was first introduced to Mercy Ships in 1984, when his ship docked near a previous Mercy Ship, the *Anastasis*. This chance meeting that captured Captain Taylor's heart. Since then, he has captained every single one of the Mercy Ships fleet at one point or another.

During a particularly challenging season, Captain Taylor's stability was needed more than ever. Captain Taylor was at the helm during our field service in Senegal when the COVID-19 pandemic broke.

Captain Taylor decided to bring a smile to people's faces by taking on many different roles. You'd expect to see the captain in the bridge — but what about behind the coffee bar? Deciding to embrace the unofficial side job title of barista, Captain Taylor spent his free time volunteering in the café on board.

At the end of the day, Captain Taylor knows he's where he is meant to be during this pivotal moment in Mercy Ships history. "If you want to be stretched and make an impact in the world, this is an amazing place to do it. You are impacting lives in an incredible way."

Captain Taylor Perez

How Volunteering in Retirement Can Transform Your Life:

Moira Munro

Grandmother of three, Moira Munro from Aberdeen, recently returned from volunteering on the *Global Mercy*. But it's not the first time the intrepid 69-year-old has upped sticks and given her time freely for Mercy Ships, this was her eighth time serving.

Listening to the car radio on the way home from a late-night shift completely changed Moira Munro's life.

"There were interviews from the ship and I was immediately interested. I had to apply," she said.

Before she knew it, it was 5th November 2004 and she was arriving in Benin at night to volunteer onboard the *Anastasis*.

"I thought, what on earth am I doing? When I looked out of the window, there were no streetlights. I knew no-one! I must admit, I was petrified."

But before long, she had befriended a German girl sharing her cabin, met patients and was overwhelmed by what she witnessed onboard – experiences that would see her compelled to volunteer time and time again.

Moira recalled her first time on board, "I remember early on seeing these two teenage boys next to each other on the ward. They had come in with cleft lips and they were looking at the mirror in our hands and their reaction was like nothing I had seen before. It had changed their lives completely!

The overwhelming impact she has seen while volunteering is something that keeps her coming back for more.

"People come in with huge tumours and cataracts – they literally come in blind and then they leave and they can see. It's incredible to witness, to see their expressions and feel the transformation.

Moira is set to volunteer for her ninth service at the start 2022, and will return to the *Global Mercy*, where she served until November 2021 preparing it for serving in Senegal.

Right: Moira Munro in front of the *Global Mercy.*

How Facing Your Fears Could Lead To Your Dream Job:

Jane White

As a child, Jane White had a fierce dislike of both hospital and water. And yet, she chose a career path that combined both. And she isn't even paid.

Jane, a nurse from County Down, Northern Ireland has volunteered onboard the *Africa Mercy* for the past decade, working tirelessly to provide life-enhancing and life-saving care to people across Central and West Africa.

"People come to Mercy Ships to serve and we are all in the same boat, literally."

She still can't stand water but sees working for Mercy Ships as a privilege. And despite remembering how she hated hospitals as a child, and initially being tempted by careers in agricultural studies and food science, she realised she was called to nursing.

Jane has worked in countries including Cameroon, Sierra Leone, Guinea, Togo, Senegal and Liberia where she has witnessed transforming and life-saving care daily. As ward manager on the *Africa Mercy*, she has been in charge of around 80 people including ward nurses, outpatients, wound care and dieticians.

The difference between working for Mercy Ships and any hospital is the sense of camraderie; all the doctors and nurses knowing each others' names and working for a common goal.

"I would love the model of here, and how everyone works onboard, to be how it is everywhere, in every job or walk of life. People come to Mercy Ships to serve and we are all in the same boat, literally."

Jane is now on the *Global Mercy* and excited for what lays ahead.

She added: "If we can go in and do a little bit, even change the world for one person, then that makes a big difference. I love it."

Above: Jane White with a patient onboard the *Africa Mercy.*

Financial Review and Strategic Report

Summary

Mercy Ships UK saw its most successful year to date with income and volunteer crew applications at their highest levels yet. For a third consecutive year, Mercy Ships UK saw an increase in regular supporters and has seen many supporters commit to supporting our future work. This success was fueled by focused campaigns, quickly pivoting in the light of the pandemic to change our messaging and developing new partnerships that allow the compelling story of the volunteer crew of the Africa Mercy and the passion and bravery of our patients to come to the fore.

Over the last five years, Mercy Ships UK has increased its income by 63% (2016: £5.7m 2021: £9.3m) with underlying non-legacy income growing 88% (2016: £4.0m, 2021: £7.5m).

Income

Overall income for the year increased by 6% to £9.3m (2020: £8.8m). Legacy income increased by 9% to £1.8m (2020: £1.7m) representing 19% of income (2020: 19%); pointing to underlying growth in non-legacy income of 6% to £7.5m (2020: £7.1m).

Response to fundraising campaigns remained strong with many existing supporters giving additional or uplifted gifts across the year. The two areas negatively impacted by Covid-19 were our revenue directly from community groups and events. However, the growth of online events and our broadcast platforms resulted in additional donations from individuals.

2021 saw the completion of the construction of our new ship, the *Global Mercy*, and restricted *Global Mercy* Construction donations reduced by 47% to £0.8m (2020: £1.5m).

Expenditure

Mercy Ships UK spent a total of £6.7m (2020: £6.5m) in charitable expenditure to help bring accessible, free surgical care and medical treatment to those in unjust poverty and urgent need. This represents an increase in charitable expenditure of 3% to its highest level since Mercy Ships UK was founded. The UK office has added additional resource to support volunteer recruitment and support, as well as providing staff to support the programmatic work led by our Global office. This yielded significant efficiencies and will impact future growth positively.

In preparation for the expansion of the Mercy Ships fleet, the Directors have retained a portion of the income to be spent on increasing operational delivery over the next field services and supporting the launch of the *Global Mercy* and refit of the *Africa Mercy*.

Reserves policy

The Directors review the reserves policy annually. In recognition of the increased responsibilities the UK is undertaking towards the expanded fleet, the Directors require Mercy Ships UK to hold reserves to cover a minimum six months' expenses, based on the annual budget as agreed by the Board (these should be covered by unrestricted reserves). Restricted funds are not included in the reserves policy, as the Directors have no discretion over how they are spent. If the Directors choose to designate funds, these will not be included in the reserves policy, as they are held for a designated purpose.

Free reserves of £5.5m represent c.6.5 months' operating costs for the 2022 budget year.

Funds

At the end of 2021, total funds stood at £5.6m (2020: £4.8m). Restricted funds amounted to £0.007m at the end of 2021 (2020: £0.2m) and are subject to conditions imposed by donors or implied by the nature of an appeal.

Unrestricted funds are £5.5m of which £5.2m are free reserves.

Going concern

We have set out above a review of the financial performance during the financial year and our reserves position at the year-end. We have adequate financial resources and have the structures in place to manage the business risks. In addition, our budgeting and forecasting processes have taken into consideration the current economic climate and its potential impact on both our various sources of income and expenditure. We have a reasonable expectation that we have adequate resources and control mechanisms to continue in operational existence for the foreseeable future. Further, we believe that there are no material uncertainties that may cast doubt on the charity's ability to continue as a going concern. Therefore, we continue to adopt the going concern basis of accounting in preparing the annual financial statements.

Risk management

The risks which face the charity are detailed in its consolidated risk register, which the Directors keep under active review. Headline Risks in 2021 include:

1. The uncertainty of the full impact of COVID-19 and the outbreak of another pandemic in the future.
Mitigation – The impact of Covid-19 has not yet had significant impact on revenue or ability to perform our charitable activities within the UK. However, the uncertainty in 2021 has been factored into the future plans and budgeting process. There is minimal risk to UK staff as the majority are able to successfully perform their role remotely.

2. A significant infectious outbreak in West Africa resurfaces causing a sudden change in operational plans.
Mitigation – Mercy Ships now works with up to 10 countries at a time developing future programmatic delivery, mentoring and training, as well as our surgical programmes. These plans are communicated to Mercy Ships UK regularly to ensure funding sources for various projects are in progress to ensure delivery is funded.

The Directors believe that appropriate policies to mitigate lower-level day-to-day risks have been adopted. They also believe that key financial systems are in place and appropriate internal controls are maintained for an organisation of the charity's size and complexity. The overall financial and operational control environment is kept under regular review by the Chief Executive Officer and the Finance Director, with regular reports provided to the finance, audit and risk committee.

Corporate Structure and Governance

Mercy Ships UK is part of the global family of charities under the Mercy Ships banner and values. The International Support Centre of Mercy Ships Operations manages the charity's marine and medical operations internationally. Alongside the UK, 15 other nations have a registered Mercy Ships charity. These partnerships are governed by an Association Agreement, which defines the operational and strategic links between the organisations, safeguarding the independence of the UK charity and its responsibilities for data protection, financial management, safeguarding and strategic operation.

Mercy Ships UK, company number 03147724 (England & Wales), is a company limited by guarantee and not having a share capital. Our registration number with the Charity Commission for England and Wales is 1053055 and with the Office of the Scottish Charity Regulator SC039743. The charity is governed by its Memorandum and Articles of Association dated 11 December 1995, and it was incorporated on 17 January 1996. The Memorandum and Articles of Association were revised in 2007. Under the conditions of the guarantee, members' liability is restricted to £1 each. The number of members in 2021 was 9 (2020: 13).

Mercy Ships UK's charitable objects
The Board has ongoing regard to the public benefit guidance published by the Charity Commission when reviewing the charity's activities and future plans. Mercy Ships continues to make a significant impact in numerous communities and on thousands of individual lives in Africa, both through surgical interventions carried out on the Africa Mercy, in onshore facilities, and through the lasting legacies left behind through extensive training and capacity building and as such funding provided by the UK is utilised exclusively to this end. Regular monitoring and reporting of projects is carried out to ensure that Mercy Ships continues to deliver world-class healthcare and is utilising funds in line with the wishes of donors in the UK.

Safeguarding
Mercy Ships UK appointed a Principal Safeguarding Officer in 2020 who oversees the implementation of safeguarding measures across the whole organisation. The Vice-Chair is the board lead for Safeguarding, HR and Volunteering as well as appointing external support from both a Safeguarding Charity and a Culture and Ethnic Inclusion Consultant. The Safeguarding Policy and procedures were reviewed in 2020 resulting in updated policies and procedures across the UK operation and globally. The board are confident these measures will continue to maintain the high standards of protecting the vulnerable and putting quality of care at the centre of all we do.

Board and management roles
The Mercy Ships UK Board of Trustees is legally responsible for the overall control of the charity and for ensuring that it is properly managed.

The Board's principal roles are:
- Approving the mission, strategies, high-level policies and annual business plan
- Appointing and overseeing the Chief Executive Officer
- Monitoring performance and risk management
- Reporting performance with integrity and transparency
- Setting the vision and maintaining high standards of stewardship and values
- Ensuring compliance with UK law and Charity Commission regulations
- Managing its governance processes
- Adding value by advising management
- Representing the interests of Mercy Ships UK's stakeholders.

The Board delegates responsibility for operational management to the Chief Executive Officer (the Principal Officer), who is responsible for developing the organisation's plans, policies and processes, following Board advice and approval. The Executive Leadership Team made up of Finance Director, Director of Engagement, Director of Philanthropy and the Chief Executive Officer, support the leadership of the organisation's strategic growth. Salaries of key personnel are benchmarked with external research and agreed by the Board of Directors.

Mercy Ships UK complies with the Fundraising Standards Board Requirements and is registered with the Fundraising Regulator, only utilising agencies that are compliant with these standards.

Mercy Ships does not solicit gifts by telephone or door to door acquisition methods, has received no complaints from any regulator and ensures that all donors receive only the communications they request.

Board composition
The Board comprises independent, unremunerated, non-executive directors (trustees) who have a broad range of skills and experience. Recognising the international collaboration of charities, Mercy Ships UK provides three Board members to the Mercy Ships International Board (total 39 members), and in return receives three members from the International Board as full Mercy Ships UK directors (total 10 members). As the Board continues to be strengthened and expanded, the directors are committed to the highest standards and encouraging applications from a diverse range of individuals.

Director recruitment, induction and training are overseen by the Nominations and Governance Review Committee.

Board expenses
No fees or remuneration are paid for serving as a Mercy Ships UK Board member. Mercy Ships UK reimburses reasonable expenses incurred in the course of acting as a director. This includes travel and accommodation expenses required to attend meetings, training and orientation costs. Every effort is made to ensure costs are at a minimum.

Board meetings
The Board meets four times a year, with additional meetings as required. The Board has three subcommittees:

- Finance, Audit and Risk
- Nominations and Governance
- Income Strategy

Above: Denise Ngum, Electrician, in the control room.

Statement of Directors' Responsibilities

The Directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements for each financial year. Under that law, the Directors have elected to prepare the financial statements in accordance with Generally Accepted Accounting Practice in the UK (United Kingdom Accounting Standards and applicable law). Under company law, the Directors 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 company, and of the profit or loss of the company for that period. In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently
- make judgements and estimates that are reasonable and prudent
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue its activities

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions, and disclose with reasonable accuracy at any time the financial position of the 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 company and that the assets are properly applied in accordance with charity law hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors have taken all steps that they ought to have taken in order to make themselves aware of any information relevant to the audit, establish that auditors are aware of that information and that there is no information relevant to the audit of which the charitable company's auditors are unaware.

The Directors have prepared this report in accordance with the provisions applicable to companies subject to the small companies regime.

By order of the Board of Directors

Henry Clarke,
Chairman of Trustees

Statement of Financial Activities

for the year ended 31 December 2021

	Notes	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total 2021 £	Unrestricted 2020 £	Restricted 2020 £	Total 2020 £
Income from generated funds							
Donations and legacies	*2*	6,341,150	2,995,232	9,336,382	6,459,435	2,282,582	8,742,017
Other income							
Investments	*3*	6,981	–	6,981	20,843	–	20,843
Total income		**6,348,131**	**2,995,232**	**9,343,363**	**6,480,278**	**2,282,582**	**8,762,860**
Expenditure							
Cost of generating funds	*4*	1,927,813	–	1,927,813	1,868,256	–	1,868,256
Charitable activities	*5,6*	3,451,555	3,211,708	6,663,263	4,459,681	2,079,144	6,538,825
Total expenditure		**5,379,368**	**3,211,708**	**8,591,076**	**6,327,937**	**2,079,144**	**8,407,081**
Net income/ expenditure before other recognised gains and losses		968,763	(216,476)	752,287	152,341	203,438	355,779
Net realised gains/(loss) on investments	*15*	21,777	–	21,777	17,885	–	17,885
Net movement in funds before transfers		**990,540**	**(216,476)**	**774,064**	**170,226**	**203,438**	373,664
Transfers between funds		–	–	–	–	–	–
Net movement in funds		**990,540**	**(216,476)**	**774,064**	**170,226**	**203,438**	**373,664**
Total funds brought forward		4,562,981	223,746	4,786,727	4,392,755	20,308	4,413,063
Total funds carried forward	*19*	**5,553,521**	**7,270**	**5,560,791**	**4,562,981**	**223,746**	**4,786,727**

Balance Sheet

for the year ended 31 December 2021

	Notes	2021 £	2020 £
Fixed assets			
Intangible assets	*13*	–	–
Tangible assets	*14*	3,590	5,547
Investments	*15*	322,462	296,993
		326,052	**302,540**
Current assets			
Debtors: amounts falling due within one year	*16*	392,817	383,145
Cash at bank and in hand		5,007,555	4,358,886
		5,400,372	**4,742,031**
Creditors: amounts falling due within one year	*17*	(165,633)	(257,844)
Net current assets		5,234,739	4,484,187
Net assets		5,560,791	4,786,727
The funds of the charity:			
Unrestricted funds	*19*	5,553,521	4,562,981
Restricted funds	*19*	7,270	223,746
Total charity funds		**5,560,791**	**4,786,727**

The financial statements of Mercy Ships UK, company number 03147724, were approved by the Board of Directors on 25 March 2022.

H B Clarke, Director

D M Zuydam, Director

Statement of Cash Flows

for the year ended 31 December 2021

	2021 £	2020 £
Cash flows from operating activities:		
Net cash provided by operating activities	**645,380**	**758,072**
Cash flows from investing activities:		
Purchase of fixed assets	–	(5,874)
Dividends, interest and rents from investments	6,981	20,843
Purchase of investments	(29,149)	(67,508)
Disposal of investments	25,457	63,789
Net cash provided by investing activities	**3,289**	**11,250**
Change in cash and cash equivalents in the reporting period	**648,669**	**769,322**
Cash and cash equivalents at the beginning of the reporting period	4,358,886	3,589,564
Cash and cash equivalents at the end of the reporting period	**5,007,555**	**4,358,886**

Reconciliation of net income to net cash flow from operating activities	**2021 £**	**2020 £**
Net income for the reporting period	774,064	373,664
Adjustments for:		
Depreciation charges	1,957	12,081
Unrealised gains in investments	(21,777)	(17,885)
Dividends, interest and rents from investments	(6,981)	(20,843)
Decrease/(increase) in debtors	(9,672)	305,695
(Decrease)/increase in creditors	(92,211)	105,360
Net cash provided by operating activities	**645,380**	**758,072**

Analysis of cash and cash equivalents	**2021 £**	**2020 £**
Cash in hand	5,007,555	4,358,886
Total cash and cash equivalents	**5,007,555**	**4,358,886**

Notes to the Accounts

for the year ended 31 December 2021

1. Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the charity's financial statements are as follows:

a. Basis of preparation
The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) (Charities SORP (FRS 102)) and the Companies Act 2006.

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

After making enquiries, the Trustees have reasonable expectation that the charity has adequate resources to continue its activities for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the Financial Statements

b. Income
All income is recognised in the Statement of Financial Activities when the charity is entitled to the income, has certainty of receipt and the amount can be quantified with reasonable accuracy.

Donated goods and services of medical equipment which are intended to be used to further Mercy Ships objectives are valued at market value and included in income when distributed or utilised.

Legacies are included as income when the charity is notified of an impending distribution or the date of receipt. Receipt of a legacy is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where a legacy has been notified to the charity and the criteria for income recognition has not been met, then the legacy is treated as a contingent asset and disclosed if material.

c. Expenditure
Expenditure is accounted for on an accruals basis and is recognised when there is a legal or constructive obligation to pay. Where expenditure cannot be directly attributed to particular headings, it is allocated on a basis consistent with the use of the relevant resources measured by reference to staff time

Costs of generating funds relates to activities that are intended to generate income. The cost of fundraising campaigns is expensed in the year in which it is incurred although income derived from the initiatives may arise in future years

Charitable activities comprise of the following:
- Grants payable from restricted and unrestricted funds for Mercy Ships' programmes
- Direct costs and Programme support costs incurred by UK–based staff in assisting programmes overseas, including staffing, volunteers and procurement
- Governance costs relate to the direct management functions and support costs inherent in the activities of the charity. They provide the governance infrastructure which allows the charity to operate and to generate the information required for public accountability, and include the strategic planning processes that contribute to the future development of the charity

d. Tangible fixed assets and depreciation
Except for laptops and computer peripherals which are expensed on acquisition, tangible fixed assets costing more than £1,000 (exc VAT) are capitalised.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost less estimated residual value of each asset evenly over its estimated useful life as follows

- Leashold Improvements 33%
- Office equipment and computers 33%
- Fixtures & Fittings 20%
- Motor Vehicles 20%

e. Intangible fixed assets and amortisation
Amortisation is provided on all intangible assets at 33% per annum to write off the cost evenly over its estimated useful life

f. Investments
Investments are initially recognised at their transaction value and subsequently stated at their fair value at the balance sheet date using the closing quoted market price. Income arising from investments is recognised as it arises. The statement of financial activities includes the net gains and losses arising on revaluation throughout the year.

g. Funds
Restricted funds are subject to conditions imposed by donors.

Designated funds are amounts which have been put aside at the discretion of the Trustees.

The General fund comprises of accumulated surpluses less deficits after transfers to designated funds. It allows the charity to budget for anticipated commitments in the short and medium–term and to provide adequate working capital.

h. Pensions
The company operates a defined contribution pension scheme. Contributions are charged to the Statement of Financial Activities as they become payable in accordance with the rules of the scheme

i. Stock
Merchandise stock is stated at the lower of cost and net realisable value.

j. Foreign exchange
Transactions denominated in foreign currency are translated into Sterling and recorded at the exchange rates ruling at the date of the transactions. Monetary assets and liabilities denominated in a foreign currency are translated into Sterling at the exchange rates at the balance sheet date. Translation differences are dealt with in the Statement of Financial Activities

k. Leasing Commitments
Rentals paid under operating leases are charged to income as incurred.

l. Irrecoverable Value Added Taxation
The company is unable to recover the majority of Value Added Taxation charged on its purchases which is included in the related expense or asset in the accounts

m. Judgements in applying accounting policies and key sources of estimation uncertainty
In applying the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions in determining the carrying amounts of assets and liabilities. The Trustees' judgements, estimates and assumptions are based on the best and most reliable evidence available at the time when the decisions are made, and are based on historical experience and other factors that are considered to be applicable. Due to inherent subjectivity involved in making such judgements, estimates and assumptions, the actual results and outcomes may differ. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods, if the revision affects both current and future periods. The key estimate and assumption made in these accounts are considered to be the recognition of legacy income as set out in note 1.b.

2. Income from donations and legacies

	Unrestricted 2021 £	Restricted 2021 £	Total 2021 £	Unrestricted 2020 £	Restricted 2020 £	Total 2020 £
Gifts and grants	4,555,552	2,653,564	7,209,116	4,767,352	1,954,401	6,721,753
Institutional funding	–	290,511	290,511	–	328,181	328,181
Legacies	1,785,598	51,157	1,836,755	1,692,083	–	1,692,083
	6,341,150	**2,995,232**	**9,336,382**	**6,459,435**	**2,282,582**	**8,742,017**

Gifts and grants include related Gift Aid.

3. Other income

	Unrestricted 2021 £	Restricted 2021 £	Total 2021 £	Unrestricted 2020 £	Restricted 2020 £	Total 2020 £
Investments	6,692	–	6,692	6,718	–	6,718
Interest	289	–	289	14,125	–	14,125
	6,981	**–**	**6,981**	**20,843**	**–**	**20,843**

4. Cost of generating funds

	Cost of Generating Funds £	2021 Total £	2020 Total £
Staff costs	730,452	730,452	570,377
Direct costs	1,002,442	1,002,442	996,662
Support costs *(see note 7)*	194,919	194,919	301,217
	1,927,813	**1,927,813**	**1,868,256**

5. Charitable activites

	2021 Total £	2020 Total £
Staff costs	674,264	396,363
Direct costs	226,880	247,273
Support costs *(see note 7)*	204,897	203,694
Grants *(see note 6)*	5,557,222	5,691,495
	6,663,263	**6,538,825**

The cost of the statutory audit was £14,034 (2020: £11,520) which is shown within direct costs.

6. Charitable activities (grants breakdown)

Grants made for Mercy Ships International programmes	**Unrestricted 2021 £**	**Restricted 2021 £**	**Total 2021 £**	**Unrestricted 2020 £**	**Restricted 2020 £**	**Total 2020 £**
Mercy Ships Programmes	2,537,549	1,897,753	4,435,302	3,446,063	194,469	3,640,532
Crew Support	–	92,281	92,281	–	87,819	87,819
Financial Aid for Crew	–	50,487	50,487	–	16,063	16,063
Medical	–	103,201	103,201	–	124,192	124,192
Community	–	15,000	15,000	–	303	303
Capacity Building	–	35,553	35,553	–	57,513	57,513
New Ship	–	825,398	825,398	–	1,465,073	1,465,073
	2,537,549	**3,019,673**	**5,557,222**	**3,446,063**	**1,945,432**	**5,391,495**
Grants made to other institutions						
Freedom From Fistula	–	–	–	300,000	–	300,000
Total grants made	**2,537,549**	**3,019,673**	**5,557,222**	**3,746,063**	**1,945,432**	**5,691,495**

All grants made for Mercy Ships International programmes are made directly to Mercy Ships International or Mercy Ships Global Association.

7. Support costs

	Fund raising for donations	Charitable activities £	2021 Total £	2020 Total £
Staff costs	26,229	60,647	86,876	101,529
Training	10,555	11,903	22,458	34,579
Travel and subsistence	2,399	2,659	5,058	13,809
Motor Vehicle	227	256	483	3,086
Facilities and supplies	103,933	83,794	187,727	247,954
Communications	2,379	2,682	5,061	10,073
Equipment maintenance and rental	10,871	12,272	23,143	29,535
Bank charges	35,745	14,067	49,812	40,468
Legal and professional	1,661	15,579	17,240	11,798
Depreciation	920	1,038	1,958	12,080
	194,919	**204,897**	**399,816**	**504,911**

Charitable expenditure includes total governance costs of £58,822 (2020: £22,268).
This includes the cost of the statutory audit which was £14,034 (2020: £11,520).

8. Net income for the year

	2021 £	2020 £
Depreciation of owned assets	1,957	2,081
Amortisation of owned intangible assets	–	10,000
Directors' indemnity insurance	6,734	5,963
Operating lease rentals – land and buildings	48,000	48,133
Operating lease rentals – plant and machinery	–	2,749
Operating lease rentals – motor vehicles	–	2,390
Auditors' remuneration – audit	14,034	11,520
Auditors' remuneration – non audit services	5,481	3,975

At 31 December 2021 the charitable company had commitments under non–cancellable operating leases for buildings which expire:

	2021 £ Within one year	2021 £ Between two and five years	2020 £ Within one year	2020 £ Between two and five years
Land and Buildings	39,682	–	48,000	40,000
	39,682	–	**48,000**	**40,000**

9. Directors' remuneration

The Directors received no remuneration for their services.
No directors received payment for professional or other services provided to the charitable company.
No directors were reimbursed for travel and related costs (2020: £0).

10. Staff costs

	2021 £	2020 £
Gross wages and salaries	1,218,450	840,153
Employers' NI	125,473	85,547
Pension costs	60,793	41,040
	1,404,716	**966,740**

The number of employees whose actual emoluments (including benefits in kind but excluding pension contributions) fell in the following bands:

	2021 Number	2020 Number
£60,001 – £70,000	1	0
£70,001 – £80,000	0	1
£80,001 – £90,000	1	0

Key personnel salaries for 2021 totalled £240,323 for 4 people (2020: £202,897 for 4 people)

The average number of employees in 2021 was 31.50 (2020: 22.75). The number of employees, calculated on a full time equivalent basis, analysed by activity was:

	2021 Number	2020 Number
Fund raising	17.00	14.00
Charitable Programmes – UK	5.00	5.50
Charitable Programmes – Direct	9.25	3.00
Governance	0.25	0.25
	31.50	**22.75**

11. Volunteer Costs

	2021	2020
Total Number of UK Volunteers	163	148
Contributed services valuation	£327,871	£301,126

12. Related party transactions

Mercy Ships International Board members: Lois Boyle, Henry Clarke, Anthony Dunnett (resigned 10th June 2021), Keith Thomson (resigned 18th March 2021), Dr Juliette Tuakli (resigned from the MSI Board 31st March 2021) and Dr Michelle White (appointed 1st December 2021).

Mercy Ships Operations (MSO), Thomas Stogner: Group CEO to 25th June 2021.

MSO transactions: MSUK recharged costs amounting to £548,624 (2020: £168,141) in respect of salaries for seconded staff. £42,595 (2020: £0) was recharged by MSO.

Grants given to MSO Programmes £5,557,222 (2019: £5,391,495).

Mercy Ships Global Association (MSGA): Joanne Balaam, Delegate to the General Assembly.

MSGA: Grants made to MSGA amounted to £43,296 (2020: £43,084).

Personal donations amounting to £28,480 (2020: £3,470) were received from eight directors (2020: eight) in the year.

13. Intangible fixed assets

	Software £
Cost	
At 1 January 2021	30,000
Additions	–
At 31 December 2021	**30,000**
Accumulated amortisation	
At 1 January 2021	30,000
Charge for the year	–
At 31 December 2021	**30,000**
Net book value	
At 31 December 2021	–
At 31 December 2020	–

14. Tangible fixed assets

	Leasehold improvements £	Furniture and equipment £	Motor vehicles £	Total £
Cost				
At 1 January 2021	32,143	40,893	13,825	86,861
Additions	–	–	–	–
Disposals	–	(24,425)	–	(24,425)
At 31 December 2021	**32,143**	**16,468**	**13,825**	**62,436**
Accumulated depreciation				
At 1 January 2021	32,143	35,346	13,825	81,314
Charge for the year	–	1,957	–	1,957
Disposals	–	(24,425)	–	(24,425)
At 31 December 2021	**32,143**	**12,878**	**13,825**	**58,846**
Net book value				
At 31 December 2021	–	3,590	–	3,590
At 31 December 2020	–	5,547	–	5,547

15. Investments

	2021 £	2020 £
Market value at 1 January 2021	296,993	275,390
Additions	29,149	67,508
Transfers	5,237	(1,040)
Disposals	(30,694)	(62,750)
Gain on revaluation	21,777	17,885
Market value at 31 December 2021	**322,462**	**296,993**

The investments held are in British government stocks and collective UK and global investments. They are managed by Rathbone Investment Management Ltd.

The following investments made up more than 5% of the portfolio at 31 December 2021:

Link Fund Solutions	£18,362	5.7%
Vanguard S&P 500 Fund	£16,673	5.2%

16. Debtors

	2021 £	2020 £
Income tax recoverable	36,038	100,000
Other debtors	19,106	47,610
Prepayments and accrued income	337,673	235,535
	392,817	**383,145**

17. Creditors: amounts falling due within one year

	2021 £	2020 £
Trade creditors	110,629	202,406
Taxation and social security	39,185	38,362
Accruals	15,819	17,076
	165,633	**257,844**

18. Analysis of charitable funds between net assets

	Fixed assets £	Net current assets £	Total £
Unrestricted funds			
General Fund	326,052	5,227,469	5,553,521
	326,052	**5,227,469**	**5,553,521**
Restricted funds			
Crew Support	–	7,270	7,270
	–	**7,270**	**7,270**
Total charitable funds	**326,052**	**5,234,739**	**5,560,791**

19. Analysis of movements in charitable funds

	Balance at 01–Jan 2021 £	Income *(including gains on investments)* £	Expenditure *(including losses on investments)* £	Balance at 31–Dec 2021 £
Unrestricted funds				
General Fund	4,562,981	6,369,908	5,379,368	5,553,521
	4,562,981	**6,369,908**	**5,379,368**	**5,553,521**
Restricted funds				
Mercy Ships Programmes	–	2,089,787	2,089,787	–
Crew Support	–	92,281	92,281	–
Financial Aid for Crew	–	57,757	50,487	7,270
Medical Programmes	22,824	80,377	103,201	–
Community Programmes	–	15,001	15,001	–
Capacity Building	–	35,553	35,553	–
Global Mercy Construction	200,922	624,476	825,398	–
	223,746	**2,995,232**	**3,211,708**	**7,270**
Total funds	**4,786,727**	**9,365,140**	**8,591,076**	**5,560,791**

20. Taxation

As a registered charity, Mercy Ships UK Limited is exempt from taxation on its income and gains to the extent that they are applied for its charitable purposes.

Independent Auditor's Report

to the members of Mercy Ships – U.K. Limited

Opinion
We have audited the financial statements of Mercy Ships – U.K. Limited (the 'charity') for the year ended 31 December 2021 which comprise the Statement of Financial Activities, the Balance Sheet, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 charity's affairs as at 31 December 2020 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 charity 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 charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.
Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information
The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.
We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report which includes the Directors' Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report included within the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements 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 returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or

- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime take advantage of the small companies' exemption in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

Responsibilities of Trustees
As explained more fully in the trustees' responsibilities statement set out on page 40, 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 charity'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 charity 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 the financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. Based on our understanding of the charity and its activities, we identified that the principal risks of non-compliance with laws and regulations related to the Charities Act 2011, the Charities Statement of Recommended Practice, UK tax legislation, pensions legislation, employment regulation and health and safety regulation, anti-bribery, corruption and fraud, money laundering and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements, such as the Companies Act 2006.

We evaluated the trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting manual journal entries to manipulate financial performance, management bias through judgements and assumptions in significant accounting estimates, in particular in relation to use of restricted funds, and significant one-off or unusual transactions.

Our audit procedures were designed to respond to those identified risks, including non-compliance with laws and regulations (irregularities) and fraud that are material to the financial statements. Our audit procedures included but were not limited to:
- Discussing with the trustees and management their policies and procedures regarding compliance with laws and regulations;
- Communicating identified laws and regulations throughout our engagement team and remaining alert to any indications of non-compliance throughout our audit; and
- Considering the risk of acts by the charity which were contrary to applicable laws and regulations, including fraud.
  Our audit procedures in relation to fraud included but were not limited to:
- Making enquiries of the trustees and management on whether they had knowledge of any actual, suspected or alleged fraud;
- Gaining an understanding of the internal controls established to mitigate risks related to fraud;
- Discussing amongst the engagement team the risks of fraud; and
- Addressing the risks of fraud through management override of controls by performing journal entry testing.

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.
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.

Use of the audit report
This report is made solely to the charity'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 charity'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 charity and the charity's members as a body for our audit work, for this report, or for the opinions we have formed.

Jonathan Marchant (Senior Statutory Auditor)
for and on behalf of Mazars LLP

Chartered Accountants and Statutory Auditor
90 Victoria Street, Bristol, BS1 9DP
Date: 25th March 2022

Trustees, Principal Officers and Advisers

Directors
Ade Adeyemi (appointed 4th January 2022)
Andrew Billington (resigned 18th March 2021)
Lois Boyle (Vice Chairman)
Dr Leo Cheng
Henry Clarke (Chairman)
Anthony Dunnett CBE (Vice Chairman – resigned 10th June 2021)
Peter Ewins (resigned 16th September 2021)
Angharad Milenkovic
Paul Ramsbottom OBE
Thomas Stogner (resigned 25th June 2021)
Dr Juliette Tuakli
Naiomi Thalayasingam
Dr Keith Thomson (resigned 18th March 2021)
Dr Michelle White (appointed 1st December 2021)
David Mel Zuydam

UK patrons
Sir John Major KG CH
Dame Norma Major DBE

Honorary Treasurer
Peter Ewins (resigned 16th September 2021)
David Mel Zuydam (acting – appointed 16th September 2021)

Chief Executive Officer
Joanne Balaam

Registered and Principal Office
The Lighthouse, 12 Meadway Court, Stevenage SG1 2EF

Auditor
Mazars LLP, 90 Victoria Street, Bristol BS1 6DP

Banker
Bank of Scotland, 300 Lawnmarket, Edinburgh EH1 2PH

Solicitor
Clyde & Co LLP, St Botolph Building, 138 Houndsditch, London EC3A 7AR

Investment adviser
Rathbone Investment Management Ltd, 8 Finsbury Circus, London EC2M 7AZ

Company No: 3147724 (England & Wales)
Registered Charity No: 1053055
Registered Charity in Scotland No: SC039743

The work of Mercy Ships is only made possible by the generosity of supporters and volunteers.

To help Mercy Ships continue to provide life-changing medical treatments and surgeries, and change the face of healthcare in the nations that the ship visits, here's how you can get involved.

Follow us

Stay in touch and find out what you can do to help:
mercyshipsuk

Find out more

www.mercyships.org.uk
01438 727800

How you can help

Donate
Make a regular monthly donation to Mercy Ships.
Visit **www.mercyships.org.uk/donate**

Nominate us
Nominate Mercy Ships as Charity of the Year partner in your workplace, school, church, or organisation.

Come along
Attend or hold your own event or form a fundraising group in your local community, church, club, or workplace. Email **events@mercyships.org.uk**

Remember us
Remember Mercy Ships in your will. Visit **mercyships.org.uk/legacy**

Get involved
Run, jog, walk, cycle, or swim for Mercy Ships by taking part in one of our Challenge Events. Email **getinvolved@mercyships.org.uk**

Volunteer
Volunteer onboard a Mercy Ship or in the UK.
Contact us at **volunteering@mercyships.org.uk**

Mercy Ships

Bringing hope and healing

mercyships.org.uk

MERCY SHIPS - U.K LTD

England & Wales - Charity number 1053055

Accounts

30 years in Africa

Just getting started

Mercy Ships UK Annual Report

Mission

Mercy Ships follows the 2,000-year-old model of Jesus, bringing hope and healing to the world's forgotten poor.

Mission Vision Values

Vision

Mercy Ships uses hospital ships to transform individuals and serve nations one at a time.

Values

Following the model of Jesus, we seek to: Love God.
Love and serve others.
Be people of integrity.
Be people of excellence in all we say and do.

Impact

In 1990, Mercy Ships turned our attention to sub-Saharan Africa where **nearly 100% of the population lacks access to safe, affordable, and timely surgery**. Since then, Mercy Ships has conducted 47 field services in 13 African countries, most of which are ranked by the United Nations Development Index as the least developed in the world.

Dear friends,

This year was historically unlike any we have ever experienced. The global effects of COVID-19 have touched almost every person and brought to light the importance of healthcare like never before.

Hope and healing through our hospital ships has been the mission of Mercy Ships for over 40 years — with a particular focus on serving those whose need is most prevalent, "the bottom billion." Economist Paul Collier uses this term regarding the one billion people who live in low- and middle- income economies, with the most found in communities in sub-Saharan Africa.

Hope and healing through our hospital ships has been the mission of Mercy Ships for over 40 years

Mercy Ships has focused our attention on individuals needing surgery as well as on strengthening the healthcare infrastructure in our partner host African nations. **Thanks to the faithful support of friends and partners like you, those suffering from painful, disfiguring, and often-preventable diseases have been able to find the healing they so desperately needed, and many more are waiting.**

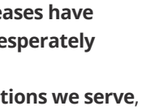
We believe that, **together with the nations we serve**, we have the potential to make a difference in the lives of thousands, not only in the immediate future, but for decades to come! And with the arrival of our new custom-built hospital ship, the *Global Mercy*, our capacity to provide free surgery and medical training will more than double.

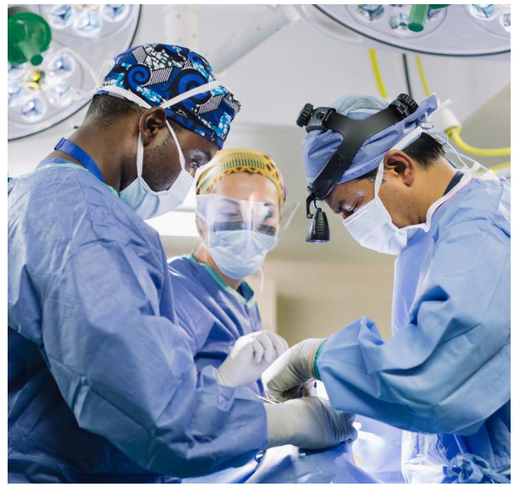
We hope as you continue to read all that has been accomplished during 2020, you are inspired by the people whose lives have been forever changed thanks to the power of **hope.**

As we embark on this new year, we want to say thank you to our family of partners, supporters, and volunteer professionals, who have dedicated their time and resources to bring hope and healing where it's needed most. We could not do this life-changing work without you.

Following the model of Jesus,

Don Stephens,
Founder of Mercy Ships





Thanks to the support of friends like you, those suffering from painful and preventable diseases have found the healing they desperately needed.

Why we do it

The Lancet Commission on Global Surgery identifies that 16.9 million people die each year from a lack of safe surgery. That is more than three times the annual number of people who die from HIV, Malaria, and TB combined.

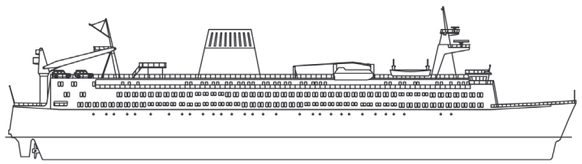
In addition, billions of people experience chronic pain, financial catastrophe, and social stigma because of injuries, ailments, and disfigurements that surgery could fix. There is an urgent need for significant growth in surgical capacity and training. This is the surgery crisis.

How we do it

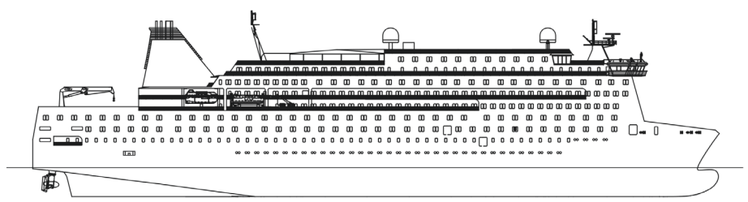
Mercy Ships is a faith-based international development organisation that deploys teaching hospital ships to some of the poorest countries in the world, delivering vital, free medical care to people in desperate need while training local healthcare professionals and strengthening local healthcare systems. All this work is carried out by volunteers, meaning our supporters funds go further.

Our ships are the most efficient way to bring a state-of-the-art hospital to regions where clean water, electricity, medical facilities, and personnel are often limited or non-existant. Instead of trying to build the facilities we need, we can provide a safe, stable, fully outfitted teaching hospital to bring life-saving and changing surgery for thousands of people in need.

Our Ships



The *Africa Mercy*



The *Global Mercy*

Mercy Ships works to empower local healthcare professionals and local healthcare systems to care for their own people. This is why we place medical capacity building (MCB) at the heart of all we do.

This is the surgery crisis.

The *Africa Mercy* hospital:
- **5 operating theatres**
- **80 patient beds, including recovery, intensive care, and low dependency wards**
- **Draft 6.0m**
- **Length 152m**
- **Breadth 23.7m**
- **Gross Tonnage 16,572**

The *Global Mercy* hospital:
- **6 operating theaters**
- **102 acute care beds**
- **7 ICU/isolation beds**
- **An additional 90 self-care beds**
- **Draft 6.1m**
- **Length 174m**
- **Breadth 28.6m**
- **Gross Tonnage 37,000**

Above: Mohammed, maxillofacial patient after his surgery.

Our Crew

Our ships are crewed by volunteers from over 60 nations, with an average of over 1,300 volunteers joining our mission each year. Every volunteer covers their own travel expenses to the ship as well as paying monthly fees to cover their room, board, and personal expenses which allows our supporters' donations to go even further.

While our ships are in port, local professionals are hired from African nations to help deliver our projects. Our patients and programs benefit from the experience and skills of these local crew members, and a few go on to join the crew full time as volunteers.

In 2020, Mercy Ships rose to the challenging circumstances of the year and adapted our model to support crew, including waiving crew fees and assisting with crew repatriation for those needing to travel home from the ship due to COVID-19.

Feeding 450 volunteers and 65 patients onboard the *Africa Mercy* every day is hard work. Chef Serge Nzembele (from the Democratic Republic of Congo) and his team ensure that everyone is fed and happy.

"My passion and pleasure is to serve food to our lovely and amazing crew onboard."

"Growing up in Cameroon, I wondered how I could serve the people of Africa. I joined the *Africa Mercy* in December 2017. My responsibilities include maintaining the air conditioning units, oxygen supply to the hospital, system maintenance, and plumbing. I am happy to be part of the Engineering Team."

From the Chairman of Trustees

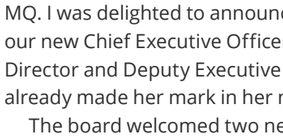
Welcome to our 2020 Trustees Annual Report. I would like to record my heartfelt and sincere thanks to all our volunteers, donors, partners and staff for standing with us during 2020. Mercy Ships UK quickly adapted our work to ensure we continued to tackle the surgery crisis in Africa and fight the spread of COVID-19, as you will see in the following pages. I am also pleased to say that this last year has been the strongest ever in terms of volunteer enquiries and financial donations.

We saw a change in our executive leadership as our Executive Director, Lea Milligan, moved on from Mercy Ships UK to the mental health charity MQ. I was delighted to announce the appointment of Joanne Balaam as our new Chief Executive Officer. Jo has held the positions of both Finance Director and Deputy Executive Director of Mercy Ships UK and she has already made her mark in her new role.

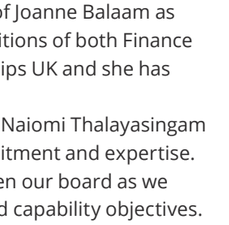
The board welcomed two new trustees this year, Naiomi Thalayasingam and Dr Leo Cheng, who each bring incredible commitment and expertise. We continue to search for new trustees to strengthen our board as we grow at pace and focus on meeting our diversity and capability objectives. Throughout 2020, we saw the further development of our board sub-committees to concentrate on our priorities and purposes.

I particularly want to thank my fellow board members and our incredible staff at MSUK who have delivered record outcomes yet again. This demonstrates our utter commitment and dedication to the vision and mission of Mercy Ships, expressed so aptly by Dr Gary Parker, Mercy Ships Chief Medical Officer: “Every human being has the right to look human, to be treated as human, to have a seat at the table of the human race. When you have been deprived of that seat and it’s offered to you again for free, to be able to re-enter the human race and to look like everyone else… that is a terrific thing!”

On behalf of those who have already seen their lives transformed and those who will experience this because of the sustaining and transformational work made possible by your generosity and commitment, thank you. We have strong hope and confidence for continued acts of love, mercy and justice in the years ahead. We cannot and will not stop mercy!



Henry Clarke
Chairman, Mercy Ships UK



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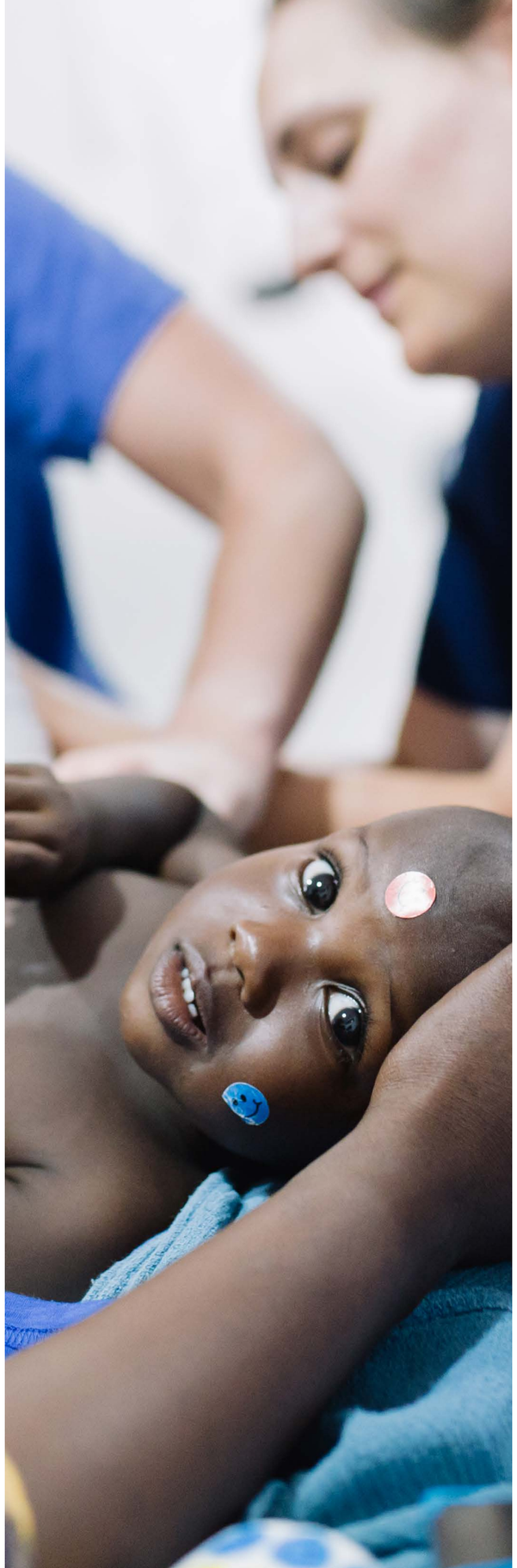


From the Chief Executive Officer

This year has been one of change, not only in how we work as a team and an organisation, but also in leadership. Mercy Ships UK staff are now working remotely and while we miss the daily interactions with each other, I could not be more proud of the team’s response to the events of 2020.

Our commitment to Africa could not be stronger. When the *Africa Mercy* left Senegal, a decision was taken in conversation with the Senegalese government that prioritised the safety of our patients and volunteers, as well as removing the added burden to the local healthcare services. We did not stop supporting our partners in Africa, we increased our current training programmes and we found new ways to support and strengthen the healthcare workers and systems, as you will see on pages 14 and 15.

As we put 2020 behind us and turn to the future, I trust that this report will inspire you and that you will continue to support us as we commission our new ship, the *Global Mercy* – the world’s first purpose-built hospital ship and commit to changing more lives than ever before.

In the coming months, the *Africa Mercy* is expected to return to Senegal to finish the medical and surgical programmes that we started in 2020, in addition to starting many new training programmes. We have even more work to do, the pandemic and resulting lockdowns have further increased the barriers to surgery and weakened fragile healthcare systems in Africa. Along with our faithful supporters, we will continue to answer the call as we rebuild healthcare systems and bring medical care to the world’s poor. We were in Africa before COVID-19, we were there during the pandemic and we will still be there long afterwards.

Thank you to all our faithful supporters. Through your donations and your partnership, you bring hope and healing to those in desperate need and help to empower nations to look after their own people. You made 2020 our strongest year to date. This is absolutely incredible - thank you.

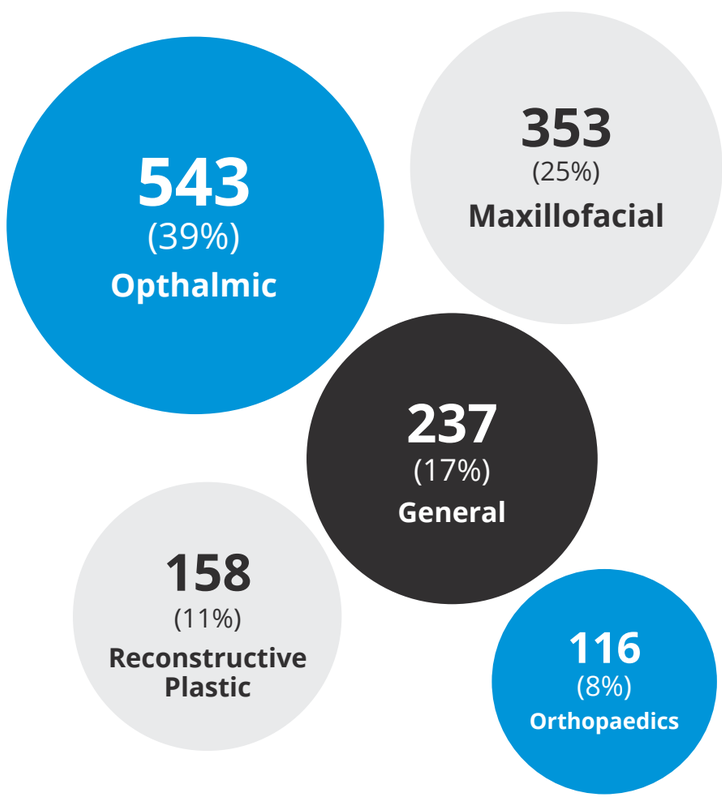
Joanne Balaam
Chief Executive Officer, Mercy Ships UK

Senegal Field Service
2019–2020

The Senegal 2019-2020 field service held great significance for Mercy Ships: It was our first time back to serve the people of Senegal since 1994. While our field service was cut short due to the COVID-19 pandemic, good progress was made during the eight-month stay in Dakar. In fact, we were able to meet or exceed the agreed upon goals for the field service.

As this report goes to print, our crew are working around the clock to finish preparations for the *Africa Mercy* to return to Senegal. We are going back to finish what we started. For 30 years, Mercy Ships has been dedicated to Africa. We're there during the current pandemic and we'll certainly be there long after. Partner with us to continue bringing hope and healing to thousands of people who need your help today. These are the total numbers from our Senegal field service.

1,407 total surgeries
Surgeries by speciality

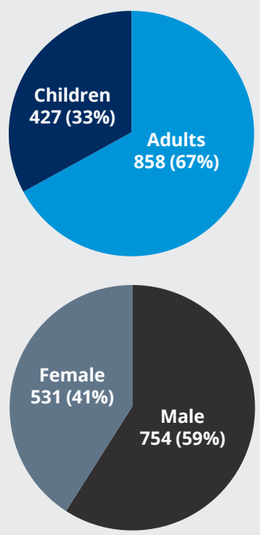


6.8
physicians per 100,000 people in Senegal

30
hospital beds per 100,000 people in Senegal

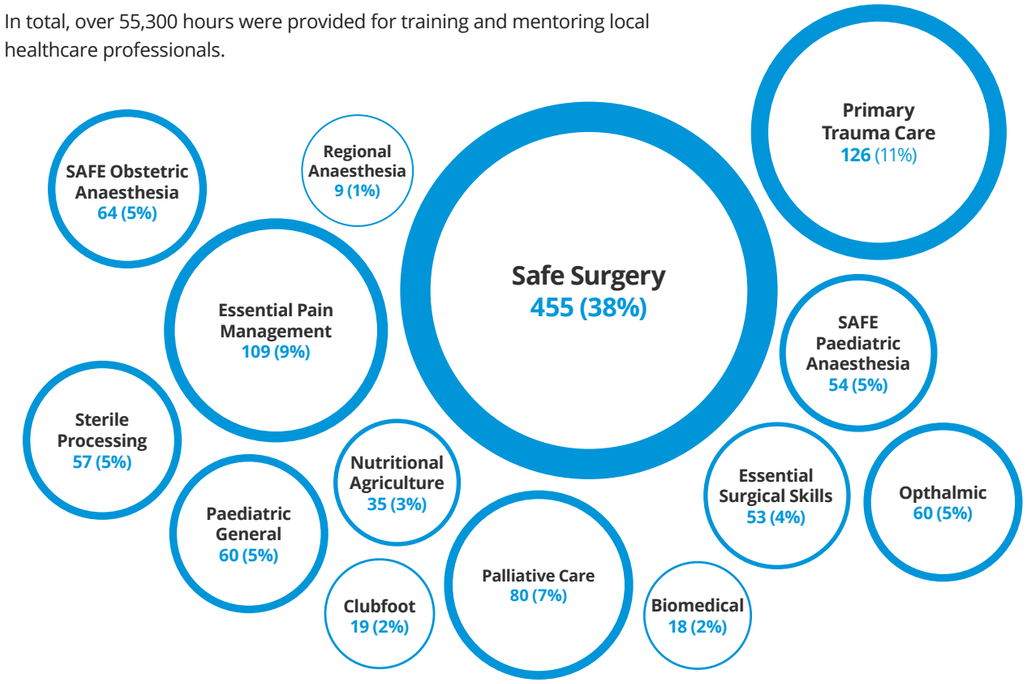
1
dentist per 100,000 people in Senegal
(source: World Bank)

Surgical patients

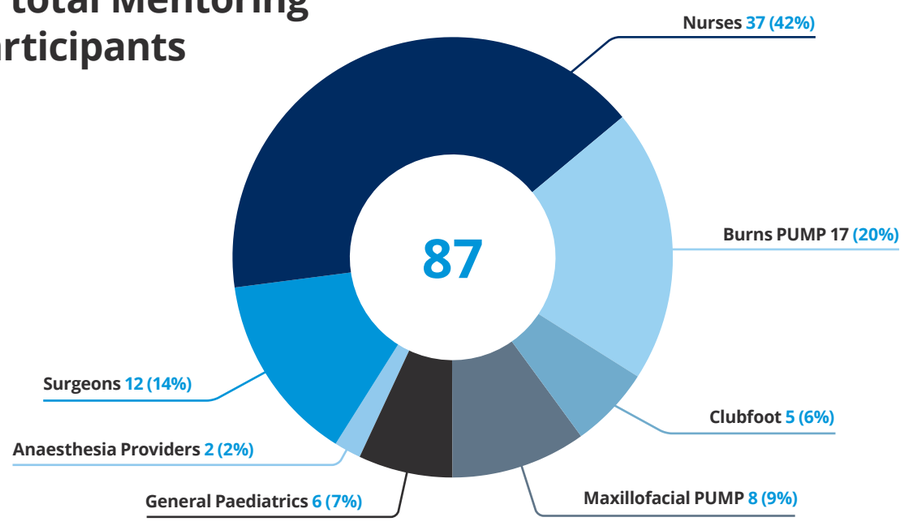


1,199 total course participants

In total, over 55,300 hours were provided for training and mentoring local healthcare professionals.



87 total Mentoring participants



*PUMP = Partner Unit Mentoring Programme

UK Aid Match Update

Mercy Ships UK was awarded our first ever UK Aid Match grant in 2019. UK Aid Match is a funding scheme from the UK government that matches supporter donations pound for pound during a 3-month fundraising appeal. Mercy Ships UK ran our #ChangeTheOdds Christmas fundraising appeal from October-December 2019 and raised an incredible £1,481,970. Of this, £1,327,800 was matched by the UK government, bringing the Christmas appeal total to £2,809,770.

Our #ChangeTheOdds appeal was an incredible success. We had originally targeted a total of £660,000. The campaign, which told the story of two sisters, Salamatou and Mariama, was nominated for a Purpose Award for Best Fundraising Campaign.

The UK government's funds were used for a 2-year project in Senegal. The project began on 5th March 2020 and will end in March 2022. The project aims to improve health for those that have limited or no access to quality surgical care in Senegal. This will be achieved through three key outputs:

1. **Providing surgery and dental procedures** to improve the health outcomes for patients that are otherwise unable to access this care. (including maxillofacial, reconstructive, ophthalmic, general surgery, women's health, orthopaedic)

2. **Building the medical capacities** of healthcare professionals in Senegal, through dedicated training courses (such as Safe Surgery, Ultrasound, Neonatal Resuscitation, and Biomedical Technician Training), mentoring, and train-the-trainer courses.

3. **Undertaking a research project** for sustained improvements in surgical care systems in Senegal. The research project will investigate the surgical market in Senegal to support future capacity building initiatives by the Senegalese authorities and to understand the existing gaps and opportunities.

Above: Salamatou and Mariama, orthopaedic patients, after surgery to straighten their legs.

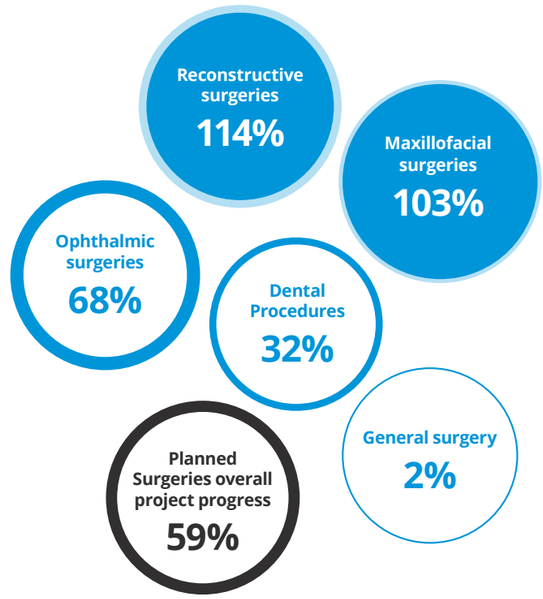
Impact of COVID-19

We have had to pause outputs 1 and 2 because of the impact of coronavirus. This was a decision taken in partnership with the government of Senegal and prioritising the safety of our patients and volunteers. These paused outputs will be completed as soon as it is safe to do so. Output 3, the research project, is still ongoing.

Our team has been following up with patients that had received surgery just before the ship's departure – we used Whatsapp calls to check that wounds were healing properly and patients were recovering well. We still fulfil our duty of care to our patients. We also conduct monthly phone calls with patients that were due to attend screening before the ship departed, to reassure them that we are returning and to keep them updated.

As part of our COVID-19 response, after the ship departed, Mercy Ships partnered with a local hospital, called Hôpital Barthimée, and UK government funds paid for key equipment donations for their resuscitation room, surgical lights, and laboratory equipment.

Project progress



Smiling into the future

In the developed world, a cleft lip/palate would be identified prenatally on an ultrasound and repaired before the child was 6 months old. In developing nations where healthcare is out of reach for billions of people, this is not the case.

A cleft lip/palate is not only disfiguring, but can also be life-threatening. By preventing an infant from feeding properly, the condition can be fatal, despite a mother's desperate efforts. If an infant survives, they face a lifetime of mockery and ridicule. The good news is that a cleft lip/palate can be fixed with a simple surgery.

The following are stories about some of our wonderful patients who were able to find healing this year thanks to our friends and partners.

"I give thanks to God first, and I am very grateful to Mercy Ships. I'm happy. Thank you!"

Mamadou, Mariama's father

Mariama's story

Mariama is a lively and healthy baby, but a severe facial cleft strained her joyful smile. This facial cleft affected 7-month-old Mariama's lip and nose, making it difficult for her to eat and causing her parents to worry about their child's future.

Since paediatric services capable of treating baby Mariama's condition were not available near the family, local doctors directed her father to Senegal's capital city in hopes of finding help. It was there that he heard about a hospital ship capable of providing healing for his little girl.

Soon after, Mariama received an operation onboard the *Africa Mercy* that corrected her cleft lip. After surgery, Mariama and her family stayed at the HOPE Center, where her mother learned how to make nutritional baby formula and learned about the importance of nutrition for her child. Now, Mariama is home with her family, happy and healthy!

Awa's story

Awa had lived her 42 years burdened by a cleft lip which made eating difficult and smiling almost impossible. Her family loved and cherished her, but, all too often, others seemed to be unable to see past her disfigured mouth, and would either tease or stare at her. The shame Awa felt began to wear her down, but without access to safe, affordable surgical care, Awa feared that she would never know life without her burden. Then she heard about Mercy Ships. Thanks to a free surgery onboard the *Africa Mercy*, Awa was finally able to smile without pain for the first time in her life. When her husband saw her after the operation, he was unable to recognize her at first! Now, Awa's future is brighter than ever.

"We're very happy, and I'm so happy to see Awa getting well. The family will not recognize Awa, even I did not recognize her when I first saw her!"

Aliou, Awa's Husband

Birane's story

Young Birane has suffered from a cleft lip since birth. Though the 5-year-old's positive personality made him strong, his family worried that he would never look like the other children his age due to his condition. A simple surgery would solve this problem, but the family lacked access to safe, affordable surgical care.

This changed when the *Africa Mercy* arrived in Senegal. Soon Birane was approved for surgery and his grandmother went with him to the ship, where she was able to see firsthand the impact hope and healing can bring. "I am very happy to see my grandson smile," she said. Thanks to his free surgery, Birane is filled with hope for the future!

"I am very happy to see my grandson smile."

Birane's grandmother, and caregiver

COVID-19 Response

Helping Africa rebuild

The world changed significantly last year. Like many, we had to adapt to ensure we could continue our transformative work in Africa. As COVID-19 began to overwhelm many strong healthcare systems in the developed world, we were determined to continue supporting our African partners and help combat the spread of the virus.

By June 2020, Mercy Ships had donated more than 80,000 items of Personal Protective Equipment (valued at more than US $125,000) including surgical caps, protective eyewear, face masks, gloves, and infrared thermometers, which were delivered to Benin, Liberia, Sierra Leone, Madagascar, Togo, Republic of Congo, and Ghana.

In addition to donating funds and supplies to our African partners, Mercy Ships quickly moved many of our training courses online and added new ones specifically designed to help healthcare workers on the ground in Africa tackle COVID-19.

Mercy Ships was there before the pandemic, we're there during and, with your help, we'll certainly be there long after. Partner with us to continue bringing hope and healing to thousands of people who need your help today.

The *Africa Mercy* is preparing to set sail for Senegal to pick up where we left off in March 2020.

March

£120,000 donated to Senegal to support local healthcare staff in the fight against COVID-19.

April

Support and mentoring for African colleagues moved online. Special crisis management training was also added to the curriculums.

PPE donations to African nations: Benin, Liberia, Sierra Leone, and Madagascar.

May

More online courses begin: the Mental Health Team begins conducting Caregivers courses for colleagues in Liberia, Togo, Benin, DR Congo, Republic of the Congo and Cameroon.

Infrared thermometers donated to Togo. These were delivered with supplies of PPE.

Donations to Africa

210,250 gloves and 124,100 masks, 226,250 caps and 223,450 shoe covers, 4,950 surgical gowns and 4,950 glasses, 188,000 isolation gowns, 80 infrared thermometers, and 29,600 goggles donated to 11 African nations.
$151,200 was donated to Senegal's COVID-19 fund.

MERCY SHIPS | JUST GETTING STARTED

2021

The *Africa Mercy* is being serviced and re-stocked and preparing to return to Senegal. COVID-19 is having a serious impact on healthcare systems on the continent of Africa. We will be extending our programmes and increasing our capacity with a second ship, the *Global Mercy,* as we get ready to go back and help Africa rebuild.

"The pandemic is still slowly but surely spreading through Africa and the measures taken by the nations to mitigate the impact should be strengthened. To adequately respond to this lasting epidemic, Africa needs our support, it is why Mercy Ships is engaged with *Stop COVID-19 Initiative in Africa*."

Dr Pierre M'Pele, Mercy Ships Africa Bureau Director

June

PPE donated to the Republic of the Congo. Mercy Ships is a long-term partner of the country, having renovated a number of facilities there during a previous field service.

Dr Agbessi (*left*) **delivers front line training** in Benin, on infection control measures, to remote communities as well as giving out face masks and hygiene kits.

Crew member uses his skills to innovate: Eliphaz Essah (*right*), who returned home to Benin, launched a new infant feeding formula and donates supplies to local orphanage.

Donation of over 9,000 items of PPE to Ghana. These were presented to the Ministry of Health by Mercy Ships President Rosa Whitaker.

July

PPE and supplies donated to the Benin Teaching Hospital. This hospital in Cotonou is where Dr Agbessi works as the country's first reconstructive surgeon.

The future

We are committing to helping rebuild struggling and weakened healthcare systems in Africa. With ongoing mentoring, online training and support we are strengthing, and supporting during COVID-19. We are delivering some surgeries again, through our Women's Health Programme.

A new way of doing things: EMCB

Sharing our skills and knowledge with local medical experts enables them to contribute directly to the improvement of healthcare delivery in their country long after we have left. COVID-19, social distancing, and lockdowns meant that the *Africa Mercy* had to leave Africa early for its annual maintenance, but that did not mean we stopped supporting and training African healthcare professionals. We quickly moved many of our mentoring and training courses online, even adding new ones. This is electronic medical capacity building (EMCB).

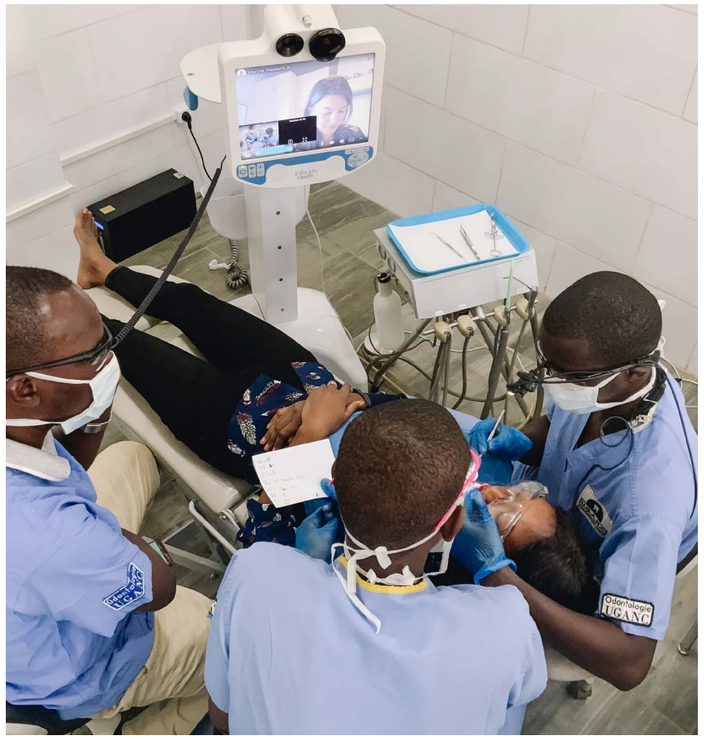
In April, 2020, Mercy Ships launched a preliminary six-week course for nurses and doctors managing the COVID-19 crisis. Participants in each facilitated learning group improved their skills in identifying and managing critically ill patients (specifically for COVID-19 related illness) and applying personal mental health strategies to reduce the risk of burnout during the crisis.

During Mental Health Awareness Week, Mercy Ships launched the first of several online training courses in basic safety and well-being. These courses, taught in both French and English, highlight our commitment to our West African colleagues and partners who are facing COVID-19.

Medical Capacity Building (MCB)

Medical capacity building is the foundation upon which real, sustainable change is built. It provides African healthcare professionals with the skills and tools they need and empowers them to care for their own people.

"Access to those working at the frontline has never been more important as pastoral caregivers, healthcare, and mental providers struggle to to deal with the pandemic. Online tools have given us a new way to make sure our colleagues are connected with the critical information and training resources they need," said Dr Strauss, Mercy Ships Director of Medical Capacity Building.



New eLearning takes the stage

2,100+ eLearning participant hours

196 eLearning participants

Gamal Abdel Nasser University Dental Clinic 2020 Overview

9,300+ Student mentoring hours

2,742 Dental procedures

743 Dental encounters

107 Student mentoring participants

Professionals involved in these courses included key workers from several nations Mercy Ships has worked with during our 30 years in Africa. Countries including Liberia, Togo, Benin, DR Congo, and Cameroon were represented by participants working in areas ranging from mental health, community health training, psychiatric care and hospital services.

"This is a critical time to support the mental, emotional, and physical health of our West African colleagues as they are on the frontline of preparation within their national healthcare situations. It is important that they know they are not alone during this time when news of the virus in other parts of the world has created so much fear," said Dr Westman, Mental Health Consultant.

At the Gamal Dental school in Conakry, Guinea, in partnership with World Telehealth Initiative, we are using a telehealth device and three different intra-oral camera attachments to bring top quality mentoring from international experts to Guinean dental students. Through the specialty peripheral cameras connected to the telehealth device, the dental expert beaming in can see right into the mouth of the patient that the dental student is treating. Dentist Dr Westerduin was all set to move to Guinea to volunteer with Mercy Ships, but that all changed in March 2020. Currently residing in the Netherlands, she now observes the Guinean dental students during the week using a telehealth device, and on Fridays she holds a class for the students to address any gaps in knowledge that she observed throughout the week.

Technology has allowed us to quickly pivot and ensure that we can continue to support our partners.

Dental experts from across the world can safely mentor the dental students through the telehealth device. Mercy Ships directors and the telehealth device will stay in Guinea long after the ship comes and goes so that the new dentists are supported by international experts as they continue to learn and progress. The programme will build local capacity and create a lasting impact on the community, ensuring their long-term needs are met despite COVID-19.

Professor Oumar Raphiou Diallo

In 1998, maxillofacial surgeon, Dr Oumar Raphiou Diallo, took part in the Mercy Ships MCB programme and was mentored by the Chief Medical Officer onboard the *Africa Mercy*, Dr Gary Parker. Dr Parker quickly recognised Dr Diallo's determination and heart to serve those in need and knew that the mentoring he received would be used for the betterment of the Guinean people.

Dr Diallo specialised in cleft lip/palate repair and continued to learn and train with Mercy Ships medical volunteers during our numerous visits back to Conakry, Guinea.

The fruit of Dr Diallo's labours and dedication to the people of his home country was evident during the *Africa Mercy*'s most recent visit to Guinea in 2018-2019.

Dr Diallo's efforts have had a massive impact on the number of cleft lip patients in Guinea.

Normally, Mercy Ships would find hundreds of cleft lip/palate patients seeking help; however, out of 6,000 screened patients, only six needed cleft lip/palate repairs! Through Dr Diallo's tremendous efforts and the Mercy Ships professional mentoring program, the number of cleft lip/palate cases have dropped dramatically in Guinea.

Just as he had received training from Mercy Ships, Dr Diallo sought a way to provide training for Guinean healthcare professionals. In 2018, he asked Mercy Ships to partner with him in strengthening the training of dental surgeons in Guinea. More qualified surgeons would allow for the correct management of complicated dental procedures. With more trained dental surgeons, earlier diagnosis of tumours, facial cellulitis, noma, and other life-threatening conditions could be made, saving many more lives.

In partnership with Dr Diallo and the Gamal Abdel Nasser University in Conakry, Mercy Ships renovated a site and created a highly operational dental school.

Before the renovation, dental students graduated without practical experience.

Former Mercy Ships Lead Dentist, Dr David Ugai, remained in Guinea and, along with the dental program team has been providing high-quality dental training.

Dr Diallo has a passion for his nation of Guinea and believes in the potential of its people. By providing specialised surgical care and finding ways for Guinean healthcare professionals to receive further education, he is working towards strengthening Guinea's overall healthcare system.

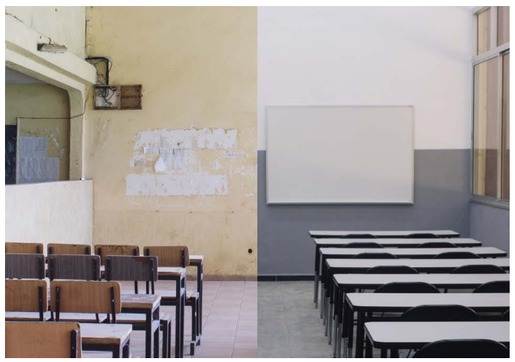
Every year Mercy Ships trains and mentors hundreds of healthcare professionals. Through our medical capacity building programmes and partnerships with African healthcare professionals and nations, we are working together to tackle the surgery crisis.

Laying the foundations for change

Through empowering local healthcare professionals and local healthcare systems to care for their own populations, Mercy Ships and our partners are laying the foundations for sustainable, holistic change.

While our ships are in a host nation's port, our volunteer crew perform thousands of free life-saving and life-changing surgical procedures for people in desperate need. At the same time we train and mentor local healthcare professionals to give them the skills they need to succeed, including how to pass on their new skills to others. Mercy Ships also renovate local facilities, donating brand new medical equipment and the premises to the nation's healthcare system.

In Guinea, the dental school leadership expressed their need for a dedicated space for student training. Previous dental students graduated without proper clinical experience - a vital aspect for practical education and training, decreasing their ability to successfully enter the workforce. University leadership had plans to renovate the dental school but were unable to procure funding. After a proposal from the dental school, Mercy Ships agreed to renovate and equip the first floor of the dental school.



Dr Pierre M'Pelé has worked in various African countries as a representative of the WHO, and is an expert on epidemics in Africa. Since 2017, the Congolese physician has headed the Mercy Ships Africa Bureau.

For the last 30 years of our 42-year history, Mercy Ships has been a committed, long-term partner to Africa.

30 years in Africa

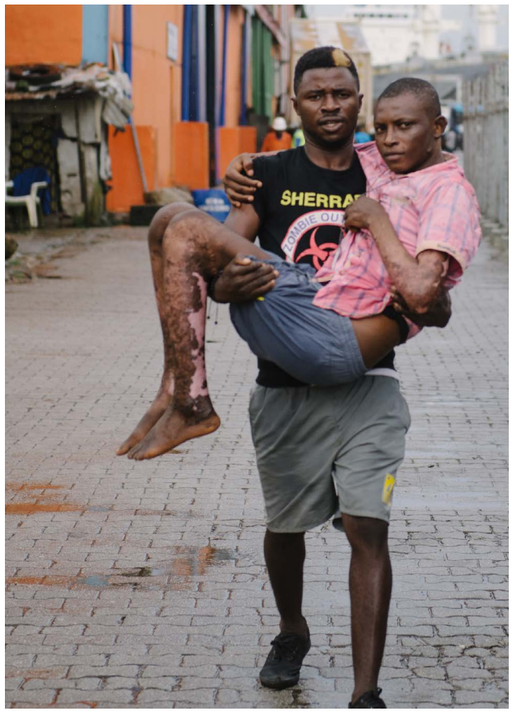
The amazing nations and people that make up the continent of Africa currently carry the bulk of the world's poverty and disability burden. In fact, 93% of Paul Collier's "bottom billion" in terms of healthcare outcomes live in sub-Saharan Africa.

Change is best effected through deep partnerships and collaboration. Our Africa Bureau in Benin, established in 2016 and led by Dr Pierre M'Pele, develops and strengthens relationships in the African nations with whom we partner and seeks to build new ones.

During the pandemic, our tireless team in the Africa Bureau was on the ground supporting our partners and African healthcare professionals. In this very tough context, the Africa Bureau has been the heartbeat of Africa for Mercy Ships.

In Africa, Mercy Ships can work towards the most effective change where the need is greatest. Together with our partners and supporters, we are striving to do ourselves out of a job as we strengthen and rebuild weak healthcare systems, train and mentor local healthcare professionals, and provide life-changing and life-saving surgeries.

#AfricaThanksMercyShips, a recent initiative led by African singers, expresses the gratitude of thousands of patients across the continent whose lives have been transformed by Mercy Ships volunteers since 1990.



Above: Sai'douba (right) with Alason, before and after his surgery.

Learning to walk

Sai'douba's story

There is such strength and need in sub-Saharan Africa - a reality epitomized by Sai'douba and his friend, Alason. The pair have been through a lot together and have developed a very unique friendship.

Sai'douba was horribly burned in a petrol explosion at the garage where he worked. He couldn't get the medical care that he needed and as his skin healed, it pulled his legs into a permanently bent position, disabling him. His injuries have made Sai'douba depend entirely on Alason.

"When I carry him, he's a little bit heavy, but no one will help him if I don't help him," Alason said. "Sometimes my muscles get sore, but I have to care for him.

For eight months, Alason was Sai'douba's support and legs, caring for his friend and carrying him wherever they went.

"Whenever I look at what happened to him, I want to cry inside my heart."

Sai'douba's injuries kept him in pain and he was wracked with worry for his family.

"Before this accident," Sai'douba said, "I worked a lot and made a little money. I would take that money home for my mum to buy food. I know my parents don't have enough money so I'm very scared about it."

One day, Sai'douba heard about a hospital ship providing free surgeries to those in need. Alason carried Sai'douba to the ship knowing that it was his one chance at finding healing. The journey took him two days.

"When I saw him coming out of surgery, I could see his legs were straight," Alason said. "I now have hope he can walk again. He'll be able to do everything for himself."

It was worth it. After a four-hour surgery from Mercy Ships, Sai'douba was on his way to recovery.

Sai'Douba began his rehabilitation, focusing on one goal: to walk again. It took a lot of practice and determination, but soon he was back on his feet, walking on his own for the first time since the accident.

"I'm so happy, after such a long time I'm walking again!" Sai'douba said. "I feel confident now. After a few months, I'll be able to do everything I used to do. I can work, earn money, and provide for my parents!"

Dr Abram Wodomé

Dr Abram Wodomé is an ophthalmologist from Togo. There is an epidemic burden of blindness in the nation. Over 30,000 people are completely blinded by cataracts and an additional 200,000 eyes are in need of cataract surgery to prevent blindness. In partnership with Mercy Ships, Dr Wodomé and his team at the Clinique Ophtalmologique Lumière Divine (COLD) are working to change this.

"When I was entering practice in 2010, I felt like I was barely scratching the surface of the need. About 14,000 cataract surgeries were needed per year, but only about 2,000 were being carried out in the whole nation. I was one of just a very few eye surgeons in the country.

Together with Dr Wodomé, we are working towards a day when nations can care for their own people and there is no longer a need for Mercy Ships.

"It's very difficult to practice medicine in a developing nation like Togo. There is a lack of facilities, a lack of good equipment, and lots of very poor patients in great need. It's hard to make a living wage. So, at first, my plan was to do the same as many other Togolese doctors: save some money, then take my wife and kids and move somewhere in the Western world.

"In 2010, I was looking for a residency in France when I heard about Mercy Ships and their plans to train an ophthalmologist to fight against cataract blindness in Togo. That's how I met Mercy Ships Ophthalmologist, Dr Glenn Strauss, who became my mentor. I didn't know it then, but that was the beginning of a long and fruitful collaboration with Mercy Ships: one that would change my career and the lives of thousands of people.

"It was the first time I had access to advanced equipment. The quality of the surgical microscope, the teaching materials, and the other working equipment was phenomenal. The quality and safety requirements were set at such a high level. Dr Strauss and the staff were incredibly motivated, even more than I was! My new schedule involved treating at least a hundred cataract cases a week. In our regular residency program in Togo, the maximum you'd serve in a week was three to five patients. Here we were talking about 100 patients a week for three months! My surgical skills were very quickly improved.

Above: Dr Wodomé onboard the *Africa Mercy.*

"My surgical skills had been incredibly boosted, and I had skills to share with others, but that didn't change the environment I was working in. We still had inadequate equipment for teaching and we still had poor patients who couldn't afford treatment.

"Together with Dr Strauss and Mercy Ships we worked on finding solutions to the two major problems: the lack of a proper area and equipment for surgeries and training, and the cost of surgery which was not affordable to the majority of patients."

Mercy Ships donated equipment to help set up COLD and we continue to support the clinic since its creation.

COLD offers treatment to paying and non-paying patients. The proceeds from one help fund the other as well as support from partners like HelpMeSee who provide surgical kits.

With Dr Wodomé and the nations we partner with, we are working towards a day when nations can care for their people and there is no need for Mercy Ships.

The Impact of our Partnership

1. **Increased cataract surgeries** in Togo from 300 to over 1,500 every year.
2. **Clinique Ophtalmologique Lumière Divine (COLD) set up.** Over 750 cataract operations are performed at this modern clinic every year.
3. **Over 30 ophthalmologists** from Togo and Benin have been trained by Dr Wodomé.

In Guinea, 10% of our volunteer crew came from African nations

Above: Emmanuel Essah onboard the *Africa Mercy.*

Mercy Ships Day Crew

Emmanual Essah

Emmanual Essah has not always been a biomed technician. He originally joined our crew in Benin in 2009 as a translator assisting our dental team. He then became one of our IT support volunteers onboard the *Africa Mercy.*

Then in 2013, he was sponsored by Mercy Ships to train as a biomedical technician. Now, Emmanual ensures that medical equipment is well-maintained, properly configured, and safely functional.

Biomedical technicians like Emmanuel Essah belong to our community of heroes, making the Mercy Ships mission possible every day.

By maintaining our medical equipment, Biomed technicians help us deliver safe surgical care where only limited standardisation exists. In this vital role, they ensure we deliver the highest level of care to those we serve.

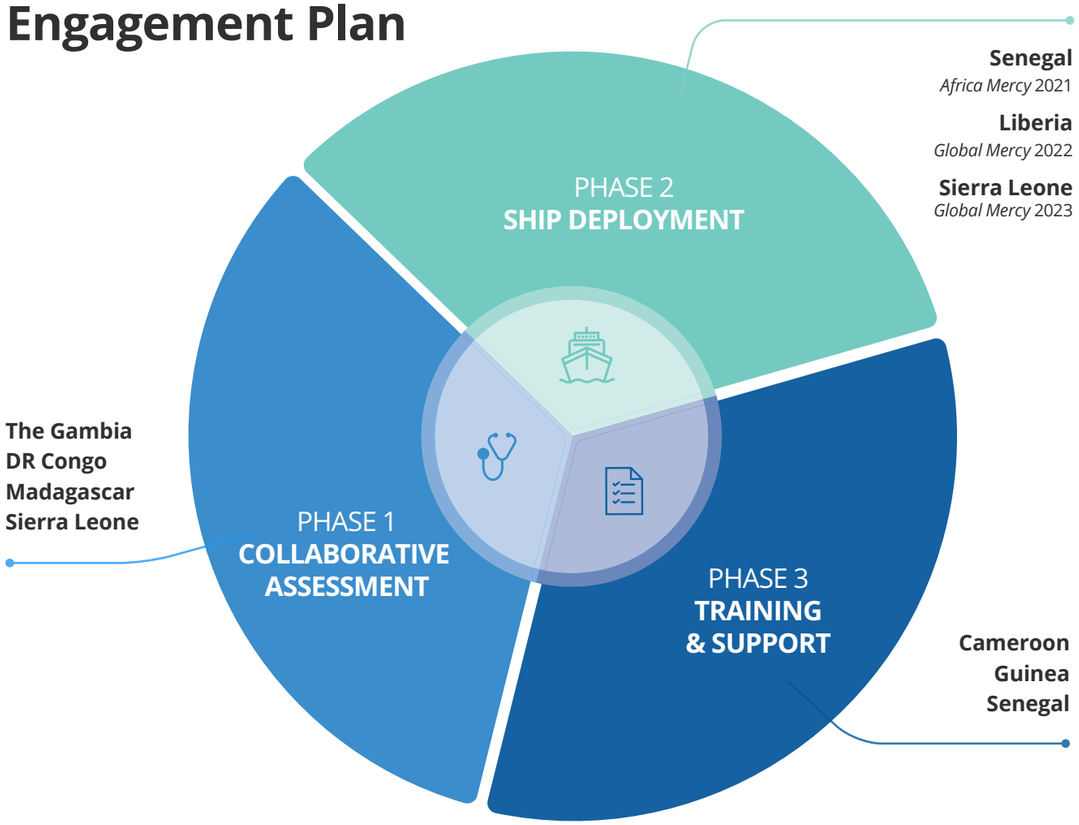
Biomedical technicians form an important part of our work in Africa. It is not enough to donate essential hospital equipment, but it is essential to train technicians to maintain the equipment. That is why we train and equip technicians in the nations we visit.

Emmanuel Essah is making a real difference in the lives of his fellow Africans and bringing his skill set to the benefit of those who desperately need medical intervention.

"It is an amazing experience to be part of such a unique organization where you can serve and be part of the transformation that is happening every day in the lives of the people we serve."

Emmanual Essah

The Country Engagement Plan



Phase 1. Collaborative Assessment

Mercy Ships listens, builds relationships, and collaborates with the Presidential Office, Ministry of Health, other departments of the government, and non-governmental organisations in the nations we serve. A collaborative effort has an increased impact. A protocol of commitment is signed, taking into account World Health Organization targets.

An analysis of capacity needs within the local healthcare system is undertaken, establishing where assistance will be most effective. The Assessment Team examines surgical and ancillary service capacity, the port, security, and builds rapport with key stakeholders. An Advance Team enhances the effectiveness of the ship deployment by preparing for the ship's arrival.

Phase 2. Ship Deployment

For 10 months, a Mercy Ship is docked in the host nation's port, providing free surgical and dental care for thousands of people, training and mentoring for local healthcare workers, renovations for local facilities, and more.

Phase 3. Training & Support

Project implementers return to understand any challenges faced by local healthcare professionals in implementing learned materials and skills, provide further instruction, as well as offer encouragement and additional input.

On subsequent visits, teams ascertain how the work of Mercy Ships changed the lives of patients and trained healthcare professionals and evaluate the sustained hospital and clinic improvement. Lessons learned are used to inform future field services.

Above: The Mercy Ships Country Engagement Plan.

30 years in Africa
– Looking Forward

Mercy Ships has been operating for 42 years, but we have been focusing our work in Africa for the last 30 years. We have been serving the continent long before the current pandemic. We were on the ground in Africa during the outbreak of coronavirus and we will be here long after it is a distant memory.

As this report goes to print, both our ships, the refitted *Africa Mercy*, and the brand-new *Global Mercy* are preparing to sail for Africa. The addition of the *Global Mercy*, the world's first purpose-built hospital ship, to our fleet enables us to more than double our impact on the continent and have a ship in two nations.

Together, working with you and our partner nations, we will rebuild and strengthen, heal and restore hope.

The recent pandemic has only worsened the surgery crisis. Local lockdowns and the overwhelming need mean that people who already struggled to reach help could not and weak healthcare systems deteriorated. Mercy Ships knows a collaborative, hollistic approach is vital to building sustainable, lasting change. As you can see from our Country Engagement Plan opposite, we are involved with many more nations each year than just the two our ships are docked in.

We see a future where African healthcare professionals are empowered with the necessary tools and training to care for their own people. The foundations for change are being laid and together we can provide the necessary support and expertise to strengthen African healthcare systems and end the surgery crisis.

Above: The brand new *Global Mercy*.

Record-Breaking Rotary Global Grant

$1.125 million

2020 saw Mercy Ships and Rotary International partnering together to achieve a record-breaking Rotary Foundation Global Grant of $1.125 million to fund vital medical equipment on the *Global Mercy* and training for healthcare professionals.

The funds were raised to provide a range of sophisticated medical equipment for the ship's hospital decks, with six operating theatres, three infection isolation rooms, 147 ward beds, six post-operative recovery beds and four intensive care beds. It will also provide education for local healthcare professionals and surgeons.

Mercy Ships UK's Chief Executive, Joanne Balaam, said, *"Mercy Ships is delighted to continue our long-standing partnership with Rotary, as we increase our capacity and realise a shared vision: to build sustainable healthcare systems that can change and save significantly more lives than ever before, and to leave a lasting legacy across the countries of Africa."*

Paul Denton, Chair of District 1260 (Beds, Bucks and Herts) Global Grants Committee that led the application, added,

"The Grant galvanised the generosity of Rotary, truly capturing imaginations and hearts: 31 Rotary Districts, 341 clubs across the UK and the world from Oklahoma to Seoul all found a common cause to support Mercy Ships and shows that Rotary Opens Opportunities."

Contributing nations included: Ireland, Liberia, New Zealand, South Korea, Japan, and Australia, as well as 13 states across the USA.

About Rotary International

Rotary is one of the world's leading membership and humanitarian service organisations, with 1.2 million members globally.

Members of Rotary volunteer their time to make a difference in their local communities and around the world through projects which support education, fight disease, promote peace, provide clean water and much more.

The Rotary Foundation is Rotary's own and only charity. Founded more than 100 years ago, the Foundation has spent more than $4 billion in life-changing, sustainable projects in the form of grants.

In Great Britain and Ireland, Rotary has 45,000 members in more than 1,700 clubs, all dedicated to serving their local area through service projects and community events.

For more information and to get involved with Rotary visit www.rotarygbi.org

Rotary

Financial Review and Strategic Report

Summary

Mercy Ships UK saw its most successful year to date with income, volunteer crew applications and charitable grants at their highest levels yet. For a third consecutive year, Mercy Ships UK saw an increase in regular supporters and has seen many supporters commit to support our future work. This success was fuelled by focused campaigns, quickly pivoting in the light of the pandemic to change our messaging, and developing news partnerships that allow the compelling story of the volunteer crew of the *Africa Mercy* and the passion and bravery of our patients to come to the fore.

Over the last four years Mercy Ships UK has increased its income by 54% (2016: £5.7m 2020: £8.8m) with underlying non-legacy income growing 78% (2016: £4.0m, 2020: £7.1m). Charitable giving has grown by an incredible 110% since 2016.

Income

Overall income for the year increased by 26% to £8.8m (2019: £7.0m). Legacy income increased by 13% to £1.7m (2019: £1.5m) representing 19% of income (2019: 21%); pointing to underlying growth in non-legacy income of 29% to £7.1m (2019: £5.5m).

Response to fundraising campaigns remained strong with many existing supporters giving additional or uplifted gifts across the year. The two areas negatively impacted by Covid-19 were our revenue directly from community groups and events. However, the growth of online events and our broadcast platforms resulted in additional donations from individuals.

2020 saw us move closer to completing the construction of our new ship, *Global Mercy*, and restricted *Global Mercy* Construction donations increased by 113% to £1.7m (2019: £0.8m).

Expenditure

Mercy Ships UK spent a total of £6.5m (2019: £5.1m) in charitable expenditure to help eradicate diseases of poverty, representing an increase in charitable expenditure of 27% to its highest level since Mercy Ships UK was founded. The UK office has added additional resource to support volunteer recruitment and support, as well as providing staff to support the programmatic work lead by our Global office. This yielded significant efficiencies and will impact future growth positively.

2020 saw the first grants being made towards the 3-year project in Senegal that is being funded in partnership with the UK government. This was made possible by a massively successful UK Aid Match campaign at the end of 2019.

In preparation for the expansion of the Mercy Ships fleet, the Directors have retained a portion of the income to be spent on increasing operational delivery over the next field services and supporting the launch of the *Global Mercy* and refit of the *Africa Mercy.*

Reserves policy

The Directors review the reserves policy annually. In recognition of the increased responsibilities the UK is undertaking towards the expanded fleet, the Directors require Mercy Ships UK to hold reserves to cover a minimum six months' expenses, based on the annual budget as agreed by the Board (these should be covered by unrestricted reserves). Restricted funds are not included in the reserves policy, as the Directors have no discretion over how they are spent. If the Directors choose to designate funds, these will not be included in the reserves policy, as they are held for a designated purpose.

Free reserves of £4.3m represent c.7 months' operating costs for the 2021 budget year.

Funds

At the end of 2020, total funds stood at £4.8m (2019: £4.4m). Restricted funds amounted to £0.2m at the end of 2020 (2019: £0.02m) and are subject to conditions imposed by donors or implied by the nature of an appeal.

Unrestricted funds are £4.5m of which £4.3m are free reserves.

Going concern

We have set out above a review of the financial performance during the financial year and our reserves position at the year-end. We have adequate financial resources and have the structures in place to manage the business risks. In addition, our budgeting and forecasting processes have taken into consideration the current economic climate and its potential impact on both our various sources of income and expenditure. We have a reasonable expectation that we have adequate resources and control mechanisms to continue in operational existence for the foreseeable future. Further, we believe that there are no material uncertainties that may cast doubt on the charity's ability to continue as a going concern. Therefore, we continue to adopt the going concern basis of accounting in preparing the annual financial statements.

Risk management

The risks which face the charity are detailed in its consolidated risk register, which the Directors keep under active review. Headline Risks in 2021 include:

1. Uncertainty of Brexit's full and final impact results in reduced donations and/or an increased third-party counter risk on cashflow/reserves.
Mitigation – The Finance, Audit and Risk Committee review revenue results quarterly, with the Leadership team monitoring on a monthly basis. Fundraising efforts are focused on a range of segments and levels to reduce the potential impact of any sector-wide downturn.
2. The uncertainty of the full impact of COVID-19 and the outbreak of another pandemic in the future.
Mitigation – The impact of Covid-19 has not yet had significant impact on revenue or ability to perform our charitable activities within the UK. However, the uncertainty in 2021 has been factored into the future plans and budgeting process. There is minimal risk to UK staff as the majority are able to successfully perform their role remotely.
3. A significant infectious outbreak in West Africa resurfaces causing a sudden change in operational plans.
Mitigation – Mercy Ships now works with up to 10 countries at a time developing future programmatic delivery, mentoring and training, as well as our surgical programmes. These plans are communicated to Mercy Ships UK regularly to ensure funding sources for various projects are in progress to ensure delivery is funded.

The Directors believe that appropriate policies to mitigate lower-level day-to-day risks have been adopted. They also believe that key financial systems are in place and appropriate internal controls are maintained for an organisation of the charity's size and complexity. The overall financial and operational control environment is kept under regular review by the Chief Executive Officer and the Finance Director, with regular reports provided to the finance, audit and risk committee.

Corporate Structure and Governance

Mercy Ships UK is part of the global family of charities under the Mercy Ships banner and values. The International Support Centre of Mercy Ships Operations manages the charity's marine and medical operations internationally. Alongside the UK, 15 other nations have a registered Mercy Ships charity. These partnerships are governed by an Association Agreement, which defines the operational and strategic links between the organisations, safeguarding the independence of the UK charity and its responsibilities for data protection, financial management, safeguarding and strategic operation.

Mercy Ships UK, company number 03147724 (England & Wales) and SC039743 (Scotland), is a company limited by guarantee and not having a share capital. The charity is governed by its Memorandum and Articles of Association dated 11 December 1995, and it was incorporated on 17 January 1996. The Memorandum and Articles of Association were revised in 2007. Under the conditions of the guarantee, members' liability is restricted to £1 each. The number of members in 2020 was 13 (2019: 13).

Mercy Ships UK's charitable objects

The Board has ongoing regard to the public benefit guidance published by the Charity Commission when reviewing the charity's activities and future plans. Mercy Ships continues to make a significant impact in numerous communities and on thousands of individual lives in Africa, both through surgical interventions carried out on the Africa Mercy, in onshore facilities, and through the lasting legacies left behind through extensive training and capacity building and as such funding provided by the UK is utilised exclusively to this end. Regular monitoring and reporting of projects is carried out to ensure that Mercy Ships continues to deliver world-class healthcare and is utilising funds in line with the wishes of donors in the UK.

Safeguarding

Mercy Ships UK appointed a Principal Safeguarding Officer in 2020 who oversees the implementation of safeguarding measures across the whole organisation. The Vice-Chair is the board lead for Safeguarding, HR and Volunteering as well as appointing external support from both a Safeguarding Charity and a Culture and Ethnic Inclusion Consultant. The Safeguarding Policy and procedures were reviewed in 2020 resulting in updated policies and procedures across the UK operation and globally. The board are confident these measures will continue to maintain the high standards of protecting the vulnerable and putting quality of care at the centre of all we do.

Board and management roles

The Mercy Ships UK Board of Trustees is legally responsible for the overall control of the charity and for ensuring that it is properly managed.

The Board's principal roles are:

- Approving the mission, strategies, high-level policies and annual business plan
- Appointing and overseeing the Chief Executive Officer
- Monitoring performance and risk management
- Reporting performance with integrity and transparency
- Setting the vision and maintaining high standards of stewardship and values
- Ensuring compliance with UK law and Charity Commission regulations
- Managing its governance processes
- Adding value by advising management
- Representing the interests of Mercy Ships UK's stakeholders.

The Board delegates responsibility for operational management to the Chief Executive Officer (the Principal Officer), who is responsible for developing the organisation's plans, policies and processes, following Board advice and approval. The Executive Leadership Team made up of Finance Director, Director of Engagement, Director of Philanthropy and the Chief Executive Officer, support the leadership of the organisation's strategic growth. Salaries of key personnel are benchmarked with external research and agreed by the Board of Directors.

Mercy Ships UK complies with the Fundraising Standards Board Requirements and is registered with the Fundraising Regulator, only utilising agencies that are compliant with these standards.

Mercy Ships does not solicit gifts by telephone or door to door acquisition methods, has received no complaints from any regulator and ensures that all donors receive only the communications they request.

Board composition

The Board comprises independent, unremunerated, non-executive directors (trustees) who have a broad range of skills and experience. Recognising the international collaboration of charities, Mercy Ships UK provides four Board members to the Mercy Ships International Board (total 39 members), and in return receives two members from the International Board as full Mercy Ships UK directors (total 13 members). As the Board continues to be strengthened and expanded, the directors are committed to the highest standards and encouraging applications from a diverse range of individuals.

Director recruitment, induction and training are overseen by the Nominations and Governance Review Committee.

Board expenses

No fees or remuneration are paid for serving as a Mercy Ships UK Board member. Mercy Ships UK reimburses reasonable expenses incurred in the course of acting as a director. This includes travel and accommodation expenses required to attend meetings, training and orientation costs. Every effort is made to ensure costs are at a minimum.

Board meetings

The Board meets four times a year, with additional meetings as required. The Board has three subcommittees:

- Finance, Audit and Risk
- Nominations and Governance
- Income Strategy

These are established under formal terms of reference, which are reviewed annually. These committees include directors with directly relevant skills and experience. The Board does not delegate major decision-making powers to the committees.

Above: Djimby, an orthopedic patient, being carried by day crew.

Statement of Directors' Responsibilities

The Directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements for each financial year. Under that law, the Directors have elected to prepare the financial statements in accordance with Generally Accepted Accounting Practice in the UK (United Kingdom Accounting Standards and applicable law). Under company law, the Directors 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 company, and of the profit or loss of the company for that period. In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently
- make judgements and estimates that are reasonable and prudent
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue its activities

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions, and disclose with reasonable accuracy at any time the financial position of the 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 company and that the assets are properly applied in accordance with charity law hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors have taken all steps that they ought to have taken in order to make themselves aware of any information relevant to the audit, establish that auditors are aware of that information and that there is no information relevant to the audit of which the charitable company's auditors are unaware.

The Directors have prepared this report in accordance with the provisions applicable to companies subject to the small companies regime.

By order of the Board of Directors

Henry Clarke,
Chairman of Trustees

Statement of Financial Activities

for the year ended 31 December 2020

	Notes	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total 2020 £	Unrestricted 2019 £	Restricted 2019 £	Total 2019 £
Income from generated funds							
Donations and legacies	*2*	6,459,435	2,282,582	8,742,017	5,790,655	1,165,648	6,956,303
Income from charitable activities							
Trading Income	*3*	–	–	–	15,759	–	15,759
Other income							
Investments	*4*	20,843	–	20,843	41,907	–	41,907
Total income		**6,480,278**	**2,282,582**	**8,762,860**	**5,848,321**	**1,165,648**	**7,013,969**
Expenditure							
Cost of generating funds	*5*	1,868,256	–	1,868,256	1,685,689	–	1,685,689
Cost of trading	*5*	–	–	–	3,901	–	3,901
Charitable activities	*6,7*	4,459,681	2,079,144	6,538,825	3,882,471	1,210,420	5,092,891
Total expenditure		**6,327,937**	**2,079,144**	**8,407,081**	**5,572,061**	**1,210,420**	**6,782,481**
Net income/ expenditure before other recognised gains and losses		**152,341**	**203,438**	**355,779**	**276,260**	**(44,772)**	**231,488**
Net unrealised gains on investments	*16*	17,885	–	17,885	9,198	–	9,198
Net movement in funds		**170,226**	**203,438**	**373,664**	**285,458**	**(44,772)**	**240,686**
Total funds brought forward		4,392,755	20,308	4,413,063	4,107,297	65,080	4,172,377
Total funds carried forward	*20*	**4,562,981**	**223,746**	**4,786,727**	**4,392,755**	**20,308**	**4,413,063**

The results for the year derive from continuing activities and there are no gains or losses other than those shown. The statement of financial activities incorporates the income and expenditure account as required by FRS102.

Balance Sheet

for the year ended 31 December 2020

	Notes	2020 £	2019 £
Fixed assets			
Intangible assets	*14*	–	10,000
Tangible assets	*15*	5,547	1,754
Investments	*16*	296,993	275,390
		302,540	**287,144**
Current assets			
Debtors: amounts falling due within one year	*17*	383,145	688,839
Cash at bank and in hand		4,358,886	3,589,564
		4,742,031	**4,278,403**
Creditors: amounts falling due within one year	*18*	(257,844)	(152,484)
Net current assets		**4,484,187**	**4,125,919**
Net assets		**4,786,727**	**4,413,063**
The funds of the charity:			
Unrestricted funds	*20*	4,562,981	4,392,755
Restricted funds	*20*	223,746	20,308
Total charity funds		**4,786,727**	**4,413,063**

The financial statements of Mercy Ships UK, company number 03147724, were approved by the Board of Directors on 18 March 2021.

H B Clarke, Director

P Ewins, Director

Statement of Cash Flows

for the year ended 31 December 2020

	2020 £	2019 £
Cash flows from operating activities:		
Net cash provided by operating activities	**758,072**	**268,075**
Cash flows from investing activities:		
Purchase of fixed assets	(5,874)	–
Dividends, interest and rents from investments	20,843	41,907
Purchase of investments	(67,508)	(41,381)
Disposal of investments	63,789	32,183
Net cash provided by investing activities	**11,250**	**32,709**
Change in cash and cash equivalents in the reporting period	**769,322**	**300,784**
Cash and cash equivalents at the beginning of the reporting period	3,589,564	3,288,780
Cash and cash equivalents at the end of the reporting period	**4,358,886**	**3,589,564**

Reconciliation of net income to net cash flow from operating activities	**2020 £**	**2019 £**
Net income for the reporting period	373,664	240,686
Adjustments for:		
Depreciation charges	12,081	30,027
Unrealised gains on investments	(17,885)	(9,198)
Dividends, interest and rents from investments	(20,843)	(41,907)
Decrease/(increase) in debtors	305,695	37,830
(Decrease)/increase in creditors	105,360	10,637
Net cash provided by operating activities	**758,072**	**268,075**

Analysis of cash and cash equivalents	**2020 £**	**2019 £**
Cash in hand	4,358,886	3,589,564
Total cash and cash equivalents	**4,358,886**	**3,589,564**

Notes to the Accounts

for the year ended 31 December 2020

1. Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the charity's financial statements are as follows:

a. Basis of preparation
The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) (Charities SORP (FRS 102)) and the Companies Act 2006.

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

After making enquiries, the Trustees have reasonable expectation that the charity has adequate resources to continue its activities for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the Financial Statements

b. Income
All income is recognised in the Statement of Financial Activities when the charity is entitled to the income, has certainty of receipt and the amount can be quantified with reasonable accuracy.

Donated goods and services of medical equipment which are intended to be used to further Mercy Ships objectives are valued at market value and included in income when distributed or utilised.

Legacies are included as income when the charity is notified of an impending distribution or the date of receipt. Receipt of a legacy is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where a legacy has been notified to the charity and the criteria for income recognition has not been met, then the legacy is treated as a contingent asset and disclosed if material.

c. Expenditure
Expenditure is accounted for on an accruals basis and is recognised when there is a legal or constructive obligation to pay. Where expenditure cannot be directly attributed to particular headings, it is allocated on a basis consistent with the use of the relevant resources measured by reference to staff time

Costs of generating funds relates to activities that are intended to generate income. The cost of fundraising campaigns is expensed in the year in which it is incurred although income derived from the initiatives may arise in future years

Charitable activities comprise of the following:
- Grants payable from restricted and unrestricted funds for Mercy Ships' programmes
- Direct costs and Programme support costs incurred by UK–based staff in assisting programmes overseas, including staffing, volunteers and procurement
- Governance costs relate to the direct management functions and support costs inherent in the activities of the charity. They provide the governance infrastructure which allows the charity to operate and to generate the information required for public accountability, and include the strategic planning processes that contribute to the future development of the charity

d. Tangible fixed assets and depreciation
Except for laptops and computer peripherals which are expensed on acquisition, tangible fixed assets costing more than £1,000 (exc VAT) are capitalised.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost less estimated residual value of each asset evenly over its estimated useful life as follows

- Leashold Improvements 33%
- Office equipment and computers 33%
- Fixtures & Fittings 20%
- Motor Vehicles 20%

e. Intangible fixed assets and amortisation
Amortisation is provided on all intangible assets at 33% per annum to write off the cost evenly over its estimated useful life

f. Investments
Investments are initially recognised at their transaction value and subsequently stated at their fair value at the balance sheet date using the closing quoted market price. Income arising from investments is recognised as it arises. The statement of financial activities includes the net gains and losses arising on revaluation throughout the year.

g. Funds
Restricted funds are subject to conditions imposed by donors.

Designated funds are amounts which have been put aside at the discretion of the Trustees.

The General fund comprises of accumulated surpluses less deficits after transfers to designated funds. It allows the charity to budget for anticipated commitments in the short and medium–term and to provide adequate working capital.

h. Pensions
The company operates a defined contribution pension scheme. Contributions are charged to the Statement of Financial Activities as they become payable in accordance with the rules of the scheme

i. Stock
Merchandise stock is stated at the lower of cost and net realisable value.

j. Foreign exchange
Transactions denominated in foreign currency are translated into Sterling and recorded at the exchange rates ruling at the date of the transactions. Monetary assets and liabilities denominated in a foreign currency are translated into Sterling at the exchange rates at the balance sheet date. Translation differences are dealt with in the Statement of Financial Activities

k. Leasing Commitments
Rentals paid under operating leases are charged to income as incurred.

l. Irrecoverable Value Added Taxation
The company is unable to recover the majority of Value Added Taxation charged on its purchases which is included in the related expense or asset in the accounts

m. Judgements in applying accounting policies and key sources of estimation uncertainty
In applying the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions in determining the carrying amounts of assets and liabilities. The Trustees' judgements, estimates and assumptions are based on the best and most reliable evidence available at the time when the decisions are made, and are based on historical experience and other factors that are considered to be applicable. Due to inherent subjectivity involved in making such judgements, estimates and assumptions, the actual results and outcomes may differ. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods, if the revision affects both current and future periods. The key estimate and assumption made in these accounts are considered to be the recognition of legacy income as set out in note 1.b.

2. Income from donations and legacies

	Unrestricted 2020 £	Restricted 2020 £	Total 2020 £	Unrestricted 2019 £	Restricted 2019 £	Total 2019 £
Gifts and grants	4,767,352	1,954,401	6,721,753	4,328,999	1,107,937	5,436,936
Institutional funding	–	328,181	328,181	–	–	–
Legacies	1,692,083	–	1,692,083	1,461,656	57,711	1,519,367
	6,459,435	**2,282,582**	**8,742,017**	**5,790,655**	**1,165,648**	**6,956,303**

Gifts and grants include related Gift Aid.

3. Income from charitable activities

	Unrestricted 2020 £	Restricted 2020 £	Total 2020 £	Unrestricted 2019 £	Restricted 2019 £	Total 2019 £
Merchandise	–	–	–	15,759	–	15,759
	–	–	–	**15,759**	–	**15,759**

4. Other income

	Unrestricted 2020 £	Restricted 2020 £	Total 2020 £	Unrestricted 2019 £	Restricted 2019 £	Total 2019 £
Investments	6,718	–	6,718	12,198	–	12,198
Interest	14,125	–	14,125	29,709	–	29,709
	20,843	–	**20,843**	**41,907**	–	**41,907**

5. Cost of generating funds

	Cost of Generating Funds £	Cost of Trading £	2020 Total £	2019 Total £
Staff costs	570,377	–	570,377	661,271
Direct costs	996,662	–	996,662	636,017
Support costs *(see note 8)*	301,217	–	301,217	392,302
	1,868,256	–	**1,868,256**	**1,689,590**

6. Charitable activites

	2020 Total £	2019 Total £
Staff costs	396,363	325,700
Direct costs	247,273	249,259
Support costs *(see note 8)*	203,694	156,461
Grants *(see note 7)*	5,691,495	4,361,471
	6,538,825	**5,092,891**

The cost of the statutory audit was £11,520 (2019: £11,400) which is shown within direct costs.

7. Charitable activities (grants breakdown)

Grants made for Mercy Ships International programmes	Unrestricted 2020 £	Restricted 2020 £	Total 2020 £	Unrestricted 2019 £	Restricted 2019 £	Total 2019 £
Mercy Ships Programmes	3,446,063	194,469	3,640,532	3,151,051	3,035	3,154,086
Crew Support	–	87,819	87,819	–	199,134	199,134
Financial Aid for Crew	–	16,063	16,063	–	14,745	14,745
Medical	–	124,192	124,192	–	159,875	159,875
Community	–	303	303	–	513	513
Capacity Building	–	57,513	57,513	–	76,973	76,973
Vehicles	–	–	–	–	5,000	5,000
New Ship	–	1,465,073	1,465,073	–	751,145	751,145
	3,446,063	**1,945,432**	**5,391,495**	**3,151,051**	**1,210,420**	**4,361,471**

7. *(Cont.)* Charitable activities (grants breakdown)

Grants made to other institutions	Unrestricted 2020 £	Restricted 2020 £	Total 2020 £	Unrestricted 2019 £	Restricted 2019 £	Total 2019 £
Freedom From Fistula	300,000	–	300,000	–	–	–
Total grants made	**3,746,063**	**1,945,432**	**5,691,495**	**3,151,051**	**1,210,420**	**4,361,471**

All grants made for Mercy Ships International programmes are made directly to Mercy Ships International or Mercy Ships Global Association.

8. Support costs

	Fund raising for donations	Charitable activities £	2020 Total £	2019 Total £
Staff costs	59,950	41,579	101,529	48,239
Training	20,256	14,323	34,579	16,015
Travel and subsistence	8,233	5,576	13,809	117,988
Motor Vehicle	1,821	1,265	3,086	5,002
Facilities and supplies	146,370	101,584	247,954	149,328
Communications	5,943	4,130	10,073	97,930
Equipment maintenance and rental	16,844	12,691	29,535	36,752
Bank charges	32,695	7,773	40,468	47,249
Legal and professional	1,978	9,820	11,798	10,233
Depreciation	7,127	4,953	12,080	20,027
	301,217	**203,694**	**504,911**	**548,763**

Charitable expenditure includes total governance costs of £22,268 (2019: £16,420).
This includes the cost of the statutory audit which was £11,520 (2019: £11,400).

9. Net income for the year

	2020 £	2019 £
Depreciation of owned assets	2,081	20,027
Amortisation of owned intangible assets	10,000	10,000
Directors' indemnity insurance	5,963	4,642
Operating lease rentals – land and buildings	48,133	48,399
Operating lease rentals – plant and machinery	2,749	3,097
Operating lease rentals – motor vehicles	2,390	3,585
Auditors' remuneration – audit	11,520	11,400
Auditors' remuneration – non audit services	3,975	27,457

9. *(Cont.)* Net income for the year

At 31 December 2020 the charitable company had commitments under non–cancellable operating leases for plant and machinery, buildings and motor vehicles which expire:

	2020 £ Within one year	2020 £ Between two and five years	2019 £ Within one year	2019 £ Between two and five years
Land and Buildings	48,000	40,000	48,000	88,000
Plant and Machinery	–	–	1,930	–
Motor Vehicles	–	–	2,091	–
	48,000	**40,000**	**52,021**	**88,000**

10. Directors' remuneration

The Directors received no remuneration for their services.
No directors received payment for professional or other services provided to the charitable company.
No directors were reimbursed for travel and related costs (2019: £0).

11. Staff costs

	2020 £	2019 £
Gross wages and salaries	840,153	794,939
Employers' NI	85,547	81,671
Pension costs	41,040	41,842
Redundancy payment	–	68,519
	966,740	**986,971**

The number of employees whose actual emoluments (including benefits in kind but excluding pension contributions) fell in the following bands:

	2020 Number	2019 Number
£60,001 – £70,000	0	1
£70,001 – £80,000	1	2
£80,001 – £90,000	0	0

Key personnel salaries for 2020 totalled £202,897 for 4 people (2019: £271,859 for 4 people)

11. *(Cont.)* Staff costs

The average number of employees in 2020 was 22.75 (2019: 23.50). The number of employees, calculated on a full time equivalent basis, analysed by activity was:

	2020 Number	2019 Number
Fund raising	14.00	16.00
Charitable Programmes	8.50	7.00
Governance	0.25	0.50
	22.75	**23.50**

12. Volunteer Costs

	2020	2019
Total Number of UK Volunteers	148	182
Contributed services valuation	**£301,126**	**£1,291,381**

Across 2020 the number of surgical services and in–person events were reduced compared to 2019 and as a result the number of volunteer hours per volunteer were also significantly reduced.

13. Related party transactions

Mercy Ships International Board members: Lois Boyle, Henry Clarke, Anthony Dunnett, Keith Thomson.
Mercy Ships Operations (MSO), Thomas Stogner: Group CEO from 8th June 2020.
MSO transactions: MSUK recharged costs amounting to £168,141 (2019: £69,066) in respect of salaries for seconded staff.
There was no recharge from MSO (2019: £5,246). Grants given to MSO Programmes £5,391,495 (2019: £4,253,011).
Mercy Ships Global Association (MSGA): Joanne Balaam, Delegate to the General Assembly.
MSGA: Grants made to MSGA amounted to £43,084 (2019: £39,419).
Personal donations amounting to £3,470 (2019: £43,970) were received from eight directors (2019: eight) in the year.
The Wolfson Foundation, of which Paul Ramsbottom is Chief Executive Officer, made a donation of £500,000 (2019: £0).
£250,000 was received from The Shalimar Trust of which Keith Thomson is a trustee.

14. Intangible fixed assets

	Software £
Cost	
At 1 January 2020	30,000
Additions	–
At 31 December 2020	**30,000**
Accumulated amortisation	
At 1 January 2020	20,000
Charge for the year	10,000
At 31 December 2020	**30,000**
Net book value	
At 31 December 2020	**–**
At 31 December 2019	10,000

15. Tangible fixed assets

	Leasehold improvements £	Furniture and equipment £	Motor vehicles £	Total £
Cost				
At 1 January 2020	34,444	49,785	13,825	98,054
Additions	–	5,874	–	5,874
Disposals	(2,301)	(14,766)	–	(17,067)
At 31 December 2020	**32,143**	**40,893**	**13,825**	**86,861**
Accumulated depreciation				
At 1 January 2020	33,549	48,926	13,825	96,300
Charge for the year	895	1,186	–	2,081
Disposals	(2,301)	(14,766)	–	(17,067)
At 31 December 2020	**32,143**	**35,346**	**13,825**	**81,314**
Net book value				
At 31 December 2020	**–**	**5,547**	**–**	**5,547**
At 31 December 2019	895	859	–	1,754

16. Investments

	2020 £	2019 £
Market value at 1 January 2020	275,390	256,994
Additions	67,508	33,996
Transfers	(1,040)	7,385
Disposals	(62,750)	(32,183)
Gain on revaluation	17,885	9,198
Market value at 31 December 2020	**296,993**	**275,390**

The investments held are in British government stocks and collective UK and global investments. They are managed by Rathbone Investment Management Ltd.

The following investments made up more than 5% of the portfolio at 31 December 2020:

Link Fund Solutions	£20,788	7.0%
Vanguard S&P 500 Fund	£15,525	5.2%

17. Debtors

	2020 £	2019 £
Income tax recoverable	100,000	81,069
Other debtors	47,610	92,696
Prepayments and accrued income	235,535	515,074
	383,145	**688,839**

18. Creditors: amounts falling due within one year

	2020 £	2019 £
Trade creditors	202,406	53,867
Taxation and social security	38,362	33,188
Accruals	17,076	65,429
	257,844	**152,484**

19. Analysis of charitable funds between net assets

	Fixed assets £	Net current assets £	Total £
Unrestricted funds			
General Fund	302,540	4,260,441	4,562,981
	302,540	**4,260,441**	**4,562,981**
Restricted funds			
Medical	–	22,824	22,824
Global Mercy Construction	–	200,922	200,922
	–	**223,746**	**223,746**
Total charitable funds	**302,540**	**4,484,187**	**4,786,727**

20. Analysis of movements in charitable funds

	Balance at 01–Jan 2020 £	Income *(including gains on investments)* £	Expenditure *(including losses on investments)* £	Balance at 31–Dec 2020 £
Unrestricted funds				
General Fund	4,392,755	6,498,163	6,327,937	4,562,981
	4,392,755	**6,498,163**	**6,327,937**	**4,562,981**
Restricted funds				
Mercy Ships Programmes	–	328,181	328,181	–
Crew Support	–	87,819	87,819	–
Financial Aid for Crew	–	16,063	16,063	–
Medical Programmes	20,308	126,708	124,192	22,824
Community Programmes	–	304	304	–
Capacity Building	–	57,513	57,513	–
Global Mercy Construction	–	1,665,994	1,465,072	200,922
	20,308	**2,282,582**	**2,079,144**	**223,746**
Total funds	**4,413,063**	**8,780,745**	**8,407,081**	**4,786,727**

21. Taxation

As a registered charity, Mercy Ships UK Limited is exempt from taxation on its income and gains to the extent that they are applied for its charitable purposes.

Independent auditor's report

to the members of Mercy Ships UK Limited

Opinion

We have audited the financial statements of Mercy Ships UK Limited (the 'charity') for the year ended 31 December 2020 which comprise the Statement of Financial Activities, the Balance Sheet, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 charity's affairs as at 31 December 2020 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 charity 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 charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report which includes the Strategic Report and the Directors' Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Directors' Report included within the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charity 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 returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or

- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement set out on page 32, 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 charity'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 charity 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 the financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. Based on our understanding of the charity and its activities, we identified that the principal risks of non-compliance with laws and regulations related to the Charities Act 2011, the Charities Statement of Recommended Practice, UK tax legislation, pensions legislation, employment regulation and health and safety regulation, anti-bribery, corruption and fraud, money laundering, non-compliance with implementation of government support schemes relating to COVID-19, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements, such as the Companies Act 2006.

We evaluated the trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting manual journal entries to manipulate financial performance, management bias through judgements and assumptions in significant accounting estimates, in particular in relation to use of restricted funds, and significant one-off or unusual transactions.

Our audit procedures were designed to respond to those identified risks, including non-compliance with laws and regulations (irregularities) and fraud that are material to the financial statements. Our audit procedures included but were not limited to:

- Discussing with the trustees and management their policies and procedures regarding compliance with laws and regulations;
- Communicating identified laws and regulations throughout our engagement team and remaining alert to any indications of non-compliance throughout our audit; and
- Considering the risk of acts by the charity which were contrary to applicable laws and regulations, including fraud.

Our audit procedures in relation to fraud included but were not limited to:

- Making enquiries of the trustees and management on whether they had knowledge of any actual, suspected or alleged fraud;
- Gaining an understanding of the internal controls established to mitigate risks related to fraud;
- Discussing amongst the engagement team the risks of fraud; and
- Addressing the risks of fraud through management override of controls by performing journal entry testing.

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

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.

Use of the audit report

This report is made solely to the charity'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 charity'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 charity and the charity's members as a body for our audit work, for this report, or for the opinions we have formed.

Signed:

Jonathan Marchant (Senior Statutory Auditor)
for and on behalf of Mazars LLP
Chartered Accountants and Statutory Auditor
90 Victoria Street, Bristol, BS1 9DP
Date: 18 March 2021

Trustees, Principal Officers and Advisers

Directors
Andrew Billington
Lois Boyle
Dr Leo Cheng (appointed 16th September 2020)
Henry Clarke (Chairman)
Anthony Dunnett CBE (Vice Chairman)
Peter Ewins
Angharad Milenkovic
Paul Ramsbottom OBE
Thomas Stogner (appointed 8th June 2020)
Dr Juliette Tuakli
Naiomi Thalayasingam (appointed 16th March 2020)
Dr Keith Thomson
David Mel Zuydam

UK patrons
Sir John Major KG CH
Dame Norma Major DBE

Honorary Treasurer
Peter Ewins

Chief Executive Officer
Joanne Balaam

Registered and Principal Office
The Lighthouse, 12 Meadway Court, Stevenage SG1 2EF

Auditor
Mazars LLP, 90 Victoria Street, Bristol BS1 6DP

Banker
Bank of Scotland, 300 Lawnmarket, Edinburgh EH1 2PH

Solicitor
Clyde & Co LLP, St Botolph Building, 138 Houndsditch, London EC3A 7AR

Investment adviser
Rathbone Investment Management Ltd, 8 Finsbury Circus, London EC2M 7AZ

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Optimum BioMedical
Primary Trauma Care Foundation
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Royal College of Anaesthetists
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The Gloag Foundation
Global Freight Solutions
The Grace Charitable Trust
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Holmes Family Trust (Sheffield)
The Invigorate Charitable Trust
The Jerusalem Trust
The June Stevens Foundation
The MacDaibhidh Charitable Trust
J Marr Seafoods
Kids Around the World
The Marshall Foundation
Nelsons
The Northwood Charitable Trust
Premier
Sheffield Precision Medical
Tanner Trust
TBN UK
Trade Winds
Tristel
Thomas Miller
UK Aid Match (Foreign Commonwealth and Development Office)
UK P&I Club
The Utley Foundation
The Vardy Foundation
The Wolfson Foundation

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