

Report of the Trustees and
Audited Financial Statements
for the Year Ended 31 March 2025
for
One Million Mentors (formerly Uprising Leadership)

Knox Cropper LLP
65 Leadenhall Street
London
EC3A 2AD

One Million Mentors

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for the Year Ended 31 March 2025

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Report of the Trustees
for the Year Ended 31 March 2025

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2025. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

The Organisation

One Million Mentors is a UK-wide youth leadership development organisation. Our mission is to open pathways to power and opportunities for a diverse range of talented young people. We equip them with the knowledge, networks, skills, and confidence to reach their potential and transform their communities for the better. The Board is responsible for setting the strategic direction of the organisation, policy development, staff recruitment and financial management.

Since February 2025 the charity has focused on its' One Million Mentors activity following the closure or Transfer of its other activities to other charities. In August 2025 the charity formally changed its' name to One Million Mentors.

Objectives

The objectives of the Charity are to act as a resource for young people aged 18 to 25 by providing advice and assistance and organising educational and employability programmes and other activities as a means of:

1. advancing in life and helping young people by developing their leadership skills, capacities, and capabilities to enable them to participate in society as independent, mature, and responsible individuals.
2. advancing education; and
3. relieving unemployment and under-employment.

Public Benefit

The Trustees have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission when reviewing the charity's objects, activities and plans for the future.

**Report of the Trustees
for the Year Ended 31 March 2025**

ACHIEVEMENT AND PERFORMANCE

One Million Mentors exists because our leaders don't reflect the communities they serve. In pursuit of our mission, our programmes improve the confidence, skills, networks, career prospects and knowledge of young people from under-represented and poor socio-economic communities. In doing so, participants go on to make a difference in the UK, in their communities, through their employers and in wider civil society.

This activity details the work of the programmes team, delivered between April 2024 and March 2025.

Environmental Leadership Programme 2

Year 1 of the four-year programme with Shropshire Wildlife Trust took place from April to July 2024. Highlights:

- 73 participants were enrolled, 22 sessions delivered, 5 campaigns launched, and 28 facilitators involved
- Activities included design and implementation of nature connection campaigns, green sector career sessions, a visit to Parliament to learn about policymaking, and a graduation at Highbury Hall
- Surveys showed significant increases in leadership (45% to 90%), project management (45% to 95%), professional networking (up by 54%), and nature connection (65% felt more connected, 47% reported increased happiness in nature).

Recruitment for Year 2 began in May 2024, reaching 463 organizations and 35 events. Of 92 applicants, 82 were accepted. The cohort included 55 females, 22 males, and 9 non-binary or undisclosed participants. Most were employed or in education, with 5 having caring responsibilities and 31 having received free school meals.

Commissioned Work

The Wildlife Trusts research report

In April 2024, UpRising and The Wildlife Trusts ran a four-month project engaging over 300 young people (97% aged 16–30) through interviews, focus groups, and surveys. Young researchers, trained and compensated, collected peer insights nationwide. Key findings revealed that barriers to environmental action include finances, time, and lack of awareness. Only 5% had green skills training in secondary school, and 30% didn't know about local Wildlife Trusts. Recommendations focused on supporting youth engagement and leadership development across the movement.

Youth Futures Foundation research reports

In 2024, UpRising worked with the Youth Futures Foundation to produce two reports on youth employment and engagement. The work was intended to contribute to wider movements and extend work from previous initiatives including NPC's the #EveryonesEnvironment initiative and the Our Bright Futures consortium.

Over 1,200 young people participated in the Green Jobs survey, highlighting lack of clarity around green careers, high competition, low pay, and that only 5% received green skills training in secondary school. Many (74%) felt pressure to take unpaid roles.

The Hybrid Programme Delivery report found that hybrid (online and in-person) models improved engagement and access for diverse groups compared to solely in-person programmes. This report used data from the Environmental Leadership Programme.

Both reports offer recommendations, practical guidance, and resources for organisations seeking to make youth programmes more accessible and impactful.

Making Change Happen

This launched as a six-week London course for 18–25-year-olds, supported by the University of Sunderland in London. The first cycle received 27 applications, with 21 accepted. The programme helped participants understand and address community challenges. It was funded by the Worshipful Company of International Bankers.

One Million Mentors:

Last year we supported over 1,100 young people through our mentoring platform - One Million Mentors. We launched 70 programmes nationally with the support of 50 youth partners and we trained 716 new mentors. One Million Mentors also expanded the reach of our mentoring programme ensuring more young people have access to mentoring across the country. Over the last year, programmes were launched, for the first time in: Merseyside, Buckinghamshire, Bolton, Salford and Stockport.

Our mentoring programme has been proven to improve young people's knowledge, life skills and well-being. 80% of mentees have a better understanding of the skills employers are looking for than before they started the programme. 75% are confident they can achieve what they want, up from 60% before mentoring, and 70% believe they have people they can go to for employment advice, up from 38% before mentoring. In terms of wellbeing, 46% of mentees report being happier after mentoring, 42% less anxious and 36% are more positive about the future. 55% of our mentees come from disadvantaged backgrounds, One Million Mentors is benefiting those that need it most. 62% are from ethnic minority backgrounds, and 56% identify as female. Our mission to advance in life and provide benefit to those in need is being met every day by improving the employability, well-being and life opportunities of young people.

In London, we met a key milestone of matching 1,000 young people to a mentor in the year 2024/2025 and now match as many young people with a mentor in a quarter as used to in a whole year just four years ago. We have run 41 mentoring programmes with 16 youth partners. We have formed a strong partnership with New City College and Greater London Authority. We've received continuing commitment and funding from our corporate sponsors: Grant Thornton, Veld Capital and Mayer Brown. And are continuously strengthening our relationships with key volunteer providers: Metropolitan Police Service, Transport for London, Newham Council, Mott MacDonald, HSBC and KPMG.

[My Mentor] taught me that it's not always best to run away from problems. Sometimes, you just have to walk right into them, confront them head-on. And while it's definitely scary at first, once you start dealing with your challenges, it actually feels a lot better. Now, I'm more confident, more focused in my studying, and overall just feel stronger in how I manage life.

Mentee in London

In Manchester, we tripled the number of people signing up to the programme in the last year. We've run 13 mentoring programmes with 11 youth partners. We launched a programme for 16-19-year-olds not in education, employment or training (NEET's). We have also partnered with Manchester City Council and Oldham Council to recruit mentors to support local schools across the city.

I've learned how to ask better questions! The training provided by 1MM is comprehensive without being overwhelming. I also learnt how to empathise at a deeper level... and more specifically with younger individual

Mentor in Manchester

In Cardiff and Newport, we've surpassed the milestone of 700 young people supported and 300 mentors recruited in the region since 2019. We have run 14 mentoring programmes with 14 youth partners. We have supported 206 young people this year and launched an exciting programme at the Welsh Millennium Centre to support a cohort of over 18 mentees in conjunction with their Creative Learning programme. Willows High School have started their 5th mentoring programme with over 70 students supported from there since 2019. Ongoing financial support from Newport and Cardiff City Council means One Million Mentors has been able to target schools in the Southern Arc of the City - where the need is the greatest.

To say the programme was a success is an understatement. After 12 months of mentoring, a number of our pupils have gone on to achieve great things and in part, as well as the support from the school, is down to the 1MM programme.

Youth Partner in Newport

One Million Mentors (Registered number: 08252639)

**Report of the Trustees
for the Year Ended 31 March 2025**

Strategy Review

The Board completed a strategy review of UpRising. We decided to focus on our mentoring project, One Million Mentors. We aim to capitalise on the perceived significant growth opportunities, partly arising from the recent change of UK government. We also wanted to make sure the Environmental Leadership Programme had the right home to thrive. In February 2025 the programme and associated staff transferred to The Wildlife Trusts. The transfer was supported by the programme's funder, the Climate Action Fund, part of The National Lottery Community Fund.

Report of the Trustees
for the Year Ended 31 March 2025

FINANCIAL REVIEW

Financial position

Total income received in the year ended 31 March 2025 amounted to £877k (2024: £997k), of which £619k was restricted income. Total expenditure amounted to £1,063k (2024: £1,041k) leaving accumulated funds of £42k (2024: £228k), of which £17k is unrestricted (2024: £89k).

Reserves policy

The reserves policy is to build reserves to a level of free unrestricted reserves equivalent to between one and three months of regular operating expenditure. The Board regularly reviews the reserve policy and is committed to a cost management and income generation plan to ensure sufficient reserves are in place.

Going concern

The trustees have considered the financial position of One Million Mentors, including the impact of funding patterns, operational commitments, and the wider economic environment on the charity's ability to continue as a going concern.

During the year ended 31 March 2025, 1MM experienced a reduction in unrestricted grant income and a delay in corporate funding, while continuing to see high demand for its youth mentoring programmes. The charity responded by prioritising essential services and securing short-term grant support from Hope for Cheetham and high net worth donations.

As at 31 March 2025, the charity held unrestricted reserves of £17,483, equivalent to approximately 1 month of core operating expenditure. The trustees recognise the importance of maintaining a strong reserve position to ensure resilience and continuity of support to our beneficiaries.

Looking ahead, the trustees have reviewed cash flow projections and fundraising plans for the next 12 months. This includes confirmed funding commitments, ongoing partnerships with schools and community organisations, and planned campaigns targeting individual and corporate donors. Contingency measures, such as reviewing fixed costs and focusing on high-impact programme delivery, are in place should income fall short of expectations.

Based on these reviews, the trustees believe that the charity has sufficient resources to continue its activities for the foreseeable future. Accordingly, the financial statements have been prepared on a going concern basis.

Report of the Trustees
for the Year Ended 31 March 2025

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

One Million Mentors is a company limited by guarantee and is a registered charity governed by its memorandum and articles of

association. It was incorporated on 15 October 2012, under company registration number 08252639 and was registered with the Charity Commission on 26 November 2012, under charity number 1149905. In August 2025 the charity changed its' name from UpRising Leadership to One Million Mentors. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

Report of the Trustees
for the Year Ended 31 March 2025

Recruitment and appointment of new trustees

The Trustees of One Million Mentors, who are listed on page 10 also serve as company directors for the purposes of charity law. Under the requirements of the Memorandum and Articles of Association, the Trustees are elected annually at the annual general meeting to serve for a period of three years and may put themselves forward for re-election. Unless otherwise determined by a general meeting, the number of the members of the Board of Trustees shall be nine, and meetings will be quorate when one-third of members or three members (whichever is the greater) are present.

The One Million Mentors Board of Trustees has met regularly across the year. In addition, the Finance Committee meets prior to each full Trustee meeting, to give further scrutiny and support as regards financial management, planning, and risk. The Trustees carry out a robust and open process to appoint new members to the Board and aim to recruit trustees based on the skills required to fill gaps on the Board.

Every effort is made to recruit a diverse group of Trustees and - as part of our commitment to opening up opportunities for power to our alumni - we have a regular programme of recruitment from our alumni body onto the Board, following a process of open recruitment against our usual skills-based criteria.

All new Trustees will receive ongoing support to help them contribute fully to their new roles. The process will be kept under review and developed, as necessary.

The Trustees have delegated day to day running of the charity to the Chief Executive.

Staffing

The salaries and benefits paid by One Million Mentors will be fair and reasonable and in keeping with its position as a charitable organisation;

- Salary decisions will be influenced by the funding constraints placed upon One Million Mentors as a charity.
- Salary levels are reviewed regularly and set based on decisions which reflect the overall movement in 'cost of living', pay trends in the marketplace (with reference to reference to charitable, voluntary, and other public sector comparisons) and the charity's ability to pay.

One Million Mentors sets its own pay structure and considers arrangements in other sectors. Staff will understand how pay is determined and will be able to raise a grievance on pay and benefit decisions which directly affect them.

Starting salaries for new posts are approved by the CEO and, at a senior leadership level, will be approved by the Trustees. The Trustee Board is responsible for setting (or increasing) the salary of the Chief Executive. All workers employed on a casual worker contract will be paid at least the minimum National Wage hourly rate

Report of the Trustees
for the Year Ended 31 March 2025

STRUCTURE, GOVERNANCE AND MANAGEMENT

Risk management

One Million Mentors seeks to review and assess the risks it faces in all areas of its work and plans for the management of those risks. The implementation of an effective risk management policy ensures trustees and staff are able to make informed decisions, take timely action and operate effectively.

The responsibility for the governance of One Million Mentors, and therefore its risk management, rests with the trustees. Their involvement in reviewing the risk management process and its associated outcomes is essential and needs to be taken into consideration in any business planning process.

One Million Mentors defines risk as the uncertainty surrounding events and their outcomes that may have a significant effect, either enhancing or inhibiting any area of One Million Mentors operations.

The purpose of this policy is to ensure that the major risks which One Million Mentors is exposed to are identified and constantly reviewed, and that the correct systems have been established to manage those risks.

The process will involve careful consideration of:

- One Million Mentors's objectives
- Any external factors which may influence the organisation; and
- Past mistakes and problems.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

08252639 (England and Wales)

Registered Charity number

1149905

Registered office

One Million Mentors
St James Tower
7 Charlotte Street
Manchester
M1 4DZ

Trustees

Rushanara Ali - resigned 3 September 2024
Amira Ismail – resigned 29 July 2025
Nazrin Ysmailova – resigned 29 July 2025
James Knight
Lena Patel - resigned 9 December 2024
Richard Sharp
Madeleine Lewis - resigned 4 April 2024
Grace Smith - resigned 24 March 2025
Afiya Begum
Jane Earl - resigned 18 April 2024
Stephen Colegrave - resigned 31 March 2025
Dominic Griffiths - appointed 1 October 2024, resigned 24 March 2025
Trevor Chin – appointed 10 July 2025
Shuab Gamote – appointed 04 July 2025

Senior Management Personnel

Chief Executive Officer - Alveena Malik

Auditors

Knox Cropper LLP
65 Leadenhall Street
London
EC3A 2AD

Report of the Trustees
for the Year Ended 31 March 2025

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also the directors of One Million Mentors for the purposes of Company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent,
- presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements and other information included in annual reports may differ from legislation in other jurisdictions

In so far as the trustees are aware:

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

AUDITORS

The auditors, Knox Cropper LLP, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Approved by order of the board of trustees on 07/01/26 and signed on its behalf by:


James Knight (Jan 7, 2026 12:45:39 GMT)

James Knight

Trustee

Report of the Independent Auditors to the Members of
One Million Mentors

Opinion

We have audited the financial statements of One Million Mentors (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement 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 (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 March 2025 and of its incoming resources and application of resources, including 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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 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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- 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 the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

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

Report of the Independent Auditors to the Members of
One Million Mentors

Responsibilities of trustees

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

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

Our responsibilities for the audit of the financial statements

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

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

- The charitable company is required to comply with both company law and charity law and, based on our knowledge of its activities, we identified that the legal requirement to accurately account for restricted funds was of key significance.
- We gained an understanding of how the charitable company complied with its legal and regulatory framework, including the requirement to properly account for restricted funds, through discussions with management and a review of the documented policies, procedures and controls.
- The audit team, which is experienced in the audit of charities, considered the charitable company's susceptibility to material misstatement and how fraud may occur. Our considerations included the risk of management override.
- Our approach was to check that all restricted income was properly identified and separately accounted for and to ensure that only valid and appropriate expenditure was charged to restricted funds. This included reviewing journal adjustments and unusual transactions.

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 Report of the Independent Auditors.

Use of our report

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

Knox Cropper LLP

Simon Goodridge (Senior Statutory Auditor)
for and on behalf of Knox Cropper LLP
65 Leadenhall Street
London
EC3A 2AD

Date: 08/01/26

One Million Mentors

Statement of Financial Activities
for the Year Ended 31 March 2025

	Notes	Unrestricted fund £	Restricted funds £	2025 Total funds £	2024 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	3	142,739	578,351	721,090	763,351
Charitable activities	4				
Charitable activities		<u>115,176</u>	<u>40,685</u>	<u>155,861</u>	<u>233,155</u>
Total		<u>257,915</u>	<u>619,036</u>	<u>876,951</u>	<u>996,506</u>
 EXPENDITURE ON					
Raising funds	5	2,587	495	3,082	9,440
Charitable activities	6				
Charitable Activities - Programmes		<u>327,062</u>	<u>732,691</u>	<u>1,059,753</u>	<u>1,031,408</u>
Total		<u>329,649</u>	<u>733,186</u>	<u>1,062,835</u>	<u>1,040,848</u>
 NET INCOME/(EXPENDITURE)		(71,734)	(114,150)	(185,884)	(44,342)
 RECONCILIATION OF FUNDS					
Total funds brought forward		<u>89,217</u>	<u>138,564</u>	<u>227,781</u>	<u>272,123</u>
 TOTAL FUNDS CARRIED FORWARD		<u><u>17,483</u></u>	<u><u>24,414</u></u>	<u><u>41,897</u></u>	<u><u>227,781</u></u>

The notes form part of these financial statements

One Million Mentors (Registered number: 08252639)

Balance Sheet
31 March 2025

	Notes	Unrestricted fund £	Restricted funds £	2025 Total funds £	2024 Total funds £
CURRENT ASSETS					
Debtors	13	17,258	8,720	25,978	58,249
Cash at bank		<u>24,818</u>	<u>16,183</u>	<u>41,001</u>	<u>222,106</u>
		42,076	24,903	66,979	280,355
CREDITORS					
Amounts falling due within one year	14	(24,593)	(489)	(25,082)	(52,574)
		<u> </u>	<u> </u>	<u> </u>	<u> </u>
NET CURRENT ASSETS		<u>17,483</u>	<u>24,414</u>	<u>41,897</u>	<u>227,781</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>17,483</u>	<u>24,414</u>	<u>41,897</u>	<u>227,781</u>
		<u> </u>	<u> </u>	<u> </u>	<u> </u>
NET ASSETS		<u>17,483</u>	<u>24,414</u>	<u>41,897</u>	<u>227,781</u>
		<u> </u>	<u> </u>	<u> </u>	<u> </u>
FUNDS	16				
Unrestricted funds				17,483	89,217
Restricted funds				<u>24,414</u>	<u>138,564</u>
TOTAL FUNDS				<u>41,897</u>	<u>227,781</u>

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

The financial statements were approved by the Board of Trustees and authorised for issue on 07/01/26 and were signed on its behalf by:


James Knight (Jan 7, 2026 12:45:39 GMT)
James Knight
Trustee

One Million Mentors

Cash Flow Statement
for the Year Ended 31 March 2025

	Notes	2025 £	2024 £
Cash flows from operating activities			
Cash generated from operations	1	<u>(181,105)</u>	<u>41,200</u>
Net cash (used in)/provided by operating activities		<u>(181,105)</u>	<u>41,200</u>
Change in cash and cash equivalents in the reporting period		(181,105)	41,200
Cash and cash equivalents at the beginning of the reporting period		<u>222,106</u>	<u>180,906</u>
Cash and cash equivalents at the end of the reporting period		<u>41,001</u>	<u>222,106</u>

The notes form part of these financial statements

One Million Mentors

Notes to the Cash Flow Statement
for the Year Ended 31 March 2025

1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2025 £	2024 £
Net expenditure for the reporting period (as per the Statement of Financial Activities)	(185,884)	(44,342)
Adjustments for:		
Decrease in debtors	32,271	166,953
Decrease in creditors	<u>(27,492)</u>	<u>(81,411)</u>
Net cash (used in)/provided by operations	<u>(181,105)</u>	<u>41,200</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.24 £	Cash flow £	At 31.3.25 £
Net cash			
Cash at bank and in hand	<u>222,106</u>	<u>(181,105)</u>	<u>41,001</u>
	<u>222,106</u>	<u>(181,105)</u>	<u>41,001</u>
Total	<u>222,106</u>	<u>(181,105)</u>	<u>41,001</u>

One Million Mentors

Notes to the Financial Statements **for the Year Ended 31 March 2025**

1. STATUTORY INFORMATION

One Million Mentors is a charitable company limited by guarantee, without share capital, incorporated in England and Wales. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The registered office address and principle activities of the charity can be found in the Trustees' Report.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)' Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest pound.

There are no significant areas of judgements or key sources of estimation uncertainty.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Gifts in kind represent assets donated for use by the charity, predominantly premises. Gifts in kind are not assigned a value in these accounts and no income is included in the financial statements to represent the time donated by volunteers.

Revenue grants are credited to the Statement of Financial Activities when received or receipt is probable, whichever is earlier. Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, income is recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the charity can meet such conditions the income is deferred.

Contract income is recognised in the Statement of Financial Activities as it is earned.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Grants offered subject to conditions which have not been met at the year end date are noted as a commitment but not accrued as expenditure.

Allocation and apportionment of costs

All costs are allocated between the expenditure categories in the Statement of financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particulate activity are allocated directly. Support costs, including governance costs, are apportioned on the basis of estimated aggregate time expended on each activity.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

One Million Mentors

Notes to the Financial Statements - continued for the Year Ended 31 March 2025

2. ACCOUNTING POLICIES - continued

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Financial instruments

The charity has minimal exposure to customer credit risk, liquidity risk and market risk. Please refer to the risk section of the trustees annual report for information on how risks are managed. The charity does not have and non basic financial instruments

Debtors

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

Bank and cash

Cash and cash equivalents in the balance sheet comprise cash at banks and in hand and short term deposits with an original maturity date of three months or less. For the purpose of the statement of cash flows, cash and cash equivalents consist of cash and cash equivalents as defined above.

Creditors

Short term trade creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method. Deferred income represents contract funding and training fees relating to future periods.

Going Concern

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements.

The trustees have taken an active role through the past year on monitoring finances and actively ensuring that the charity is able to continue to deliver. Significant grant funding has been raised and relationships formed with new funders.

A thorough approach to scenario planning has also been taken to ensure that as a board we are aware of what decisions need to be taken and when in the year were any of our larger funding assumptions for the future not achieved. We have created a plan about what we would do under the circumstances and therefore Trustees have concluded that there is a reasonable expectation that - even in the worst-case scenario - the Charity has adequate resources to continue in operational existence for the foreseeable future

3. DONATIONS AND LEGACIES

	2025 £	2024 £
Gifts	1	-
Donations and gift aid	97,239	163,896
Grants	<u>623,850</u>	<u>599,455</u>
	<u>721,090</u>	<u>763,351</u>

One Million Mentors

Notes to the Financial Statements - continued
for the Year Ended 31 March 2025

4. INCOME FROM CHARITABLE ACTIVITIES

		2025 £	2024 £
	Activity		
Other Income including			
Service Contracts	Charitable activities	<u>155,861</u>	<u>233,155</u>

5. RAISING FUNDS

Raising donations and legacies

	2025 £	2024 £
Fundraising	<u>3,082</u>	<u>9,440</u>

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Grant funding of activities (see note 7) £	Support costs (see note 8) £	Totals £
Charitable Activities - Programmes	<u>912,447</u>	<u>99,492</u>	<u>47,814</u>	<u>1,059,753</u>

	2025 £	2024 £
Direct Costs	912,446	843,670
Grant funding of activities (see note 7)	99,492	126,129
Support costs (see note 8)	<u>47,814</u>	<u>61,609</u>
	<u>1,059,752</u>	<u>1,031,408</u>

7. GRANTS PAYABLE

	2025 £	2024 £
Charitable Activities - Programmes	<u>99,492</u>	<u>126,129</u>

The total grants paid to institutions during the year was as follows:

	2025 £	2024 £
Shropshire Wildlife trust	<u>99,492</u>	<u>126,129</u>

8. SUPPORT COSTS

	Management £	Governance costs £	Totals £
Charitable Activities - Programmes	<u>42,338</u>	<u>5,476</u>	<u>47,814</u>

One Million Mentors

Notes to the Financial Statements - continued
for the Year Ended 31 March 2025

8. SUPPORT COSTS - continued

Support costs, included in the above, are as follows:

	2025 Charitable Activities - Programmes £	2024 Total activities £
IT and CRM	7,059	25,081
HR	826	2,136
Office	20,247	19,028
Finance and legal	12,422	4,136
Other staff costs	1,784	5,492
Auditors' remuneration	<u>5,476</u>	<u>5,736</u>
	<u>47,814</u>	<u>61,609</u>

9. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2025 £	2024 £
Auditors' remuneration	<u>5,476</u>	<u>5,736</u>

10. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2025 nor for the year ended 31 March 2024.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2025 nor for the year ended 31 March 2024.

11. STAFF COSTS

	2025 £	2024 £
Wages and salaries	643,223	593,868
Social security costs	59,748	55,293
Other pension costs	<u>24,055</u>	<u>22,961</u>
	<u>727,026</u>	<u>672,122</u>

The average monthly number of employees during the year was as follows:

	2025	2024
Average Employee numbers	<u>20</u>	<u>19</u>

The key management personnel of the charity comprise the trustees, the Chief Executive and the Senior Management Team.

The charity trustees do not receive remuneration. The total remuneration of the non-trustee key management personnel of the Charity, inclusive of employer pensions and employer National Insurance contributions, was £227,730 (2024: £222,779).

One employee earned between £60,000 and £70,000 during the year, exclusive of employer pensions and employer National Insurance contributions (year to March 2024: two employees earned between £70,000 and £80,000). Employer pension contributions for this employee was £2,800 (2024: £6,628).

Redundancy payments of £4,400 and termination payments of £29,534 were paid during the year ended 31 March 2025 (2024: Nil).

One Million Mentors

Notes to the Financial Statements - continued
for the Year Ended 31 March 2025

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	108,873	654,478	763,351
Charitable activities			
Charitable activities	<u>6,569</u>	<u>226,586</u>	<u>233,155</u>
Total	<u>115,442</u>	<u>881,064</u>	<u>996,506</u>
EXPENDITURE ON			
Raising funds	9,440	-	9,440
Charitable activities			
Charitable Activities - Programmes	<u>154,376</u>	<u>877,032</u>	<u>1,031,408</u>
Total	<u>163,816</u>	<u>877,032</u>	<u>1,040,848</u>
NET INCOME/(EXPENDITURE)	(48,374)	4,032	(44,342)
RECONCILIATION OF FUNDS			
Total funds brought forward	<u>137,591</u>	<u>134,532</u>	<u>272,123</u>
TOTAL FUNDS CARRIED FORWARD	<u>89,217</u>	<u>138,564</u>	<u>227,781</u>

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025 £	2024 £
Trade debtors	15,000	41,690
Other debtors	1,908	1,907
Prepayments and accrued income	<u>9,070</u>	<u>14,652</u>
	<u>25,978</u>	<u>58,249</u>

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025 £	2024 £
Trade creditors	2,189	4,437
Social security and other taxes	11,325	19,131
Other creditors	2,319	3,670
Accruals and deferred income	<u>9,249</u>	<u>25,336</u>
	<u>25,082</u>	<u>52,574</u>

One Million Mentors

Notes to the Financial Statements - continued
for the Year Ended 31 March 2025

15. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2025 £	2024 £
Within one year	4,674	7,853
Between one and five years	<u>-</u>	<u>4,674</u>
	<u>4,674</u>	<u>12,527</u>

16. MOVEMENT IN FUNDS

	At 1.4.24 £	Net movement in funds £	At 31.3.25 £
Unrestricted funds			
General fund	89,217	(71,734)	17,483
Restricted funds			
Stand Out	6,286	(1,367)	4,919
One Million Mentors	81,138	(74,992)	6,146
Making Change Happen	10,900	-	10,900
ELP2	<u>40,240</u>	<u>(37,791)</u>	<u>2,449</u>
	<u>138,564</u>	<u>(114,150)</u>	<u>24,414</u>
TOTAL FUNDS	<u>227,781</u>	<u>(185,884)</u>	<u>41,897</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	257,915	(329,649)	(71,734)
Restricted funds			
Stand Out	-	(1,367)	(1,367)
One Million Mentors	330,848	(405,840)	(74,992)
ELP2	249,958	(287,749)	(37,791)
Royal Society of Wildlife Trusts	<u>38,230</u>	<u>(38,230)</u>	<u>-</u>
	<u>619,036</u>	<u>(733,186)</u>	<u>(114,150)</u>
TOTAL FUNDS	<u>876,951</u>	<u>(1,062,835)</u>	<u>(185,884)</u>

One Million Mentors

Notes to the Financial Statements - continued
for the Year Ended 31 March 2025

16. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.23 £	Net movement in funds £	At 31.3.24 £
Unrestricted funds			
General fund	137,591	(48,374)	89,217
Restricted funds			
Stand Out	4,999	1,287	6,286
One Million Mentors	129,533	(48,395)	81,138
Making Change Happen	-	10,900	10,900
ELP2	-	40,240	40,240
	<u>134,532</u>	<u>4,032</u>	<u>138,564</u>
TOTAL FUNDS	<u>272,123</u>	<u>(44,342)</u>	<u>227,781</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	115,442	(163,816)	(48,374)
Restricted funds			
Stand Out	10,000	(8,713)	1,287
One Million Mentors	530,262	(578,657)	(48,395)
Making Change Happen	15,000	(4,100)	10,900
ELP2	325,802	(285,562)	40,240
	<u>881,064</u>	<u>(877,032)</u>	<u>4,032</u>
TOTAL FUNDS	<u>996,506</u>	<u>(1,040,848)</u>	<u>(44,342)</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.23 £	Net movement in funds £	At 31.3.25 £
Unrestricted funds			
General fund	137,591	(120,108)	17,483
Restricted funds			
Stand Out	4,999	(80)	4,919
One Million Mentors	129,533	(123,387)	6,146
Making Change Happen	-	10,900	10,900
ELP2	-	2,449	2,449
	<u>134,532</u>	<u>(110,118)</u>	<u>24,414</u>
TOTAL FUNDS	<u>272,123</u>	<u>(230,226)</u>	<u>41,897</u>

One Million Mentors

Notes to the Financial Statements - continued for the Year Ended 31 March 2025

16. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	373,357	(493,465)	(120,108)
Restricted funds			
Stand Out	10,000	(10,080)	(80)
One Million Mentors	861,110	(984,497)	(123,387)
Making Change Happen	15,000	(4,100)	10,900
ELP2	575,760	(573,311)	2,449
Royal Society of Wildlife Trusts	38,230	(38,230)	-
	<u>1,500,100</u>	<u>(1,610,218)</u>	<u>(110,118)</u>
TOTAL FUNDS	<u>1,873,457</u>	<u>(2,103,683)</u>	<u>(230,226)</u>

Purposes of restricted funds

Stand Out - to support a national, digital employability and mentoring programme for young people. Both our leadership programmes and 1MM are implementing specific aspects of the grant.

Bedfordshire & Luton Leadership - towards the UpRising leadership programme in Bedfordshire and Luton.

One Million Mentors - the aim of this programme is to recruit, train and connect mentors to young people in Britain to help them maximise their talents and get into the world of work. Our ambition is to build a movement of a million mentors in the next ten years. We are doing this through our online platform which connects mentors to mentoring opportunities.

Making Change Happen - Our new 6 week Leadership Programme for 18 - 25 year olds in East London. This collaborative programme is tailored for individuals eager to spark positive change within their community by enhancing their knowledge or power and leadership.

ELP2 - Our revised and revamped Environmental Leadership Programme is a free 9 month long programme for 18-25 year olds based in the West Midlands providing them with the tools they need to help tackle environmental issues in their area with social action.

Royal Society of Wildlife Trusts - delivery of an insight project Supporting a new generation of young, diverse change-makers to provide a well-researched and contemporary view of what current and potential change makers aged 16 to 30 years need from The Wildlife Trusts to create a better future for nature and people.

17. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2025 (year ended 31 March 2024: none)

1MM Accounts for signing

Final Audit Report

2026-01-08

Created:	2025-12-17
By:	Simon Goodridge (simon.goodridge@knoxcropper.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAA3tdeByk2WWvgBFh4SPiA1ZO5GwMxgUR

"1MM Accounts for signing" History

-  Document created by Simon Goodridge (simon.goodridge@knoxcropper.com)
2025-12-17 - 12:14:24 PM GMT
-  Document emailed to James Knight (james_knight@mac.com) for signature
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2025-12-17 - 1:41:03 PM GMT
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2026-01-07 - 12:42:30 PM GMT
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Signature Date: 2026-01-07 - 12:45:39 PM GMT - Time Source: server
-  Document emailed to Simon Goodridge (simon.goodridge@knoxcropper.com) for signature
2026-01-07 - 12:45:41 PM GMT
-  Email viewed by Simon Goodridge (simon.goodridge@knoxcropper.com)
2026-01-08 - 5:10:42 PM GMT
-  Document e-signed by Simon Goodridge (simon.goodridge@knoxcropper.com)
Signature Date: 2026-01-08 - 5:21:51 PM GMT - Time Source: server
-  Agreement completed.
2026-01-08 - 5:21:51 PM GMT