HI network's annual report 2025

Handicap International — Humanity & Inclusion

Editorial

Maintaining course in a broken world

2025 was a turning point for the humanitarian community, with profound changes on a scale far greater than we could ever have imagined. The first major challenge was **the drastic cut in institutional funding:** overall, it could fall by almost 30% between 2024 and 2026. This decline, which involves all the traditional donors, signals a withdrawal which will have serious consequences for our sector.

At the same time, **international humanitarian law is being increasingly flouted.** There are many places — Myanmar, the Democratic Republic of the Congo, Sudan, Ukraine, to name but a few — where the humanitarian principles designed to protect civilians are being undermined, including by the very States that are supposed to uphold them. In the Occupied Palestinian Territory, the situation is at a critical level: at the end of December 2025, 37 international humanitarian organisations, including HI, were ordered to cease their activities by the end of February 2026. In response, HI and 18 other organisations have jointly appealed to Israel's Supreme Court. At the time of writing this editorial, no final decision has yet been made.

Lastly, **access to populations is becoming increasingly restricted:** administrative hurdles, banking constraints, the criminalisation of aid, and heightened insecurity are hampering our ability to intervene, even as needs reach unprecedented levels.

Remarkable mobilisation in an unfavourable context

In this difficult environment, **in 2025 our organisation demonstrated a genuine ability to adapt.** The year-end accounts show a financial volume of €164 million for our programmes (€194 million in 2024) — including €11 million for the Occupied Palestinian Territory — robust private fundraising which exceeded its target by €1.5 million, and a slight operating surplus.

This performance is thanks to **the commitment of our teams** which have shown **great flexibility:** keeping costs under control, adapting projects and increasing their efforts to source funding. We would like to express our gratitude to them for all their hard work.

Nonetheless, this situation has forced us to **review our resources,** including our staff, in order to preserve what really matters to us: the continuity and quality of our work with the populations we support. These decisions are based on a philosophy of responsibility and sustainability.

The outlook for 2026 and 2027 is still worrying: the funding secured to date is still below the level necessary to maintain our operations, and uncertainty prevails.

The strategy for 2026–2030: our focus and priorities

Our 2026–2030 strategy has to be considered within this context. 15 of its 38 objectives have been identified as priorities so that we can focus our efforts where the need is greatest. Specifically, they aim to **adapt our business model and diversify our funding.** They also reflect an **increased commitment to advocacy** in defence of international humanitarian law.

Furthermore, they mark **a shift in our operational approaches** to more difficult contexts, whilst at the same time enhancing quality and efficiency. We shall strengthen the **autonomy** of our regional directorates and shall develop **sustainable partnerships** with local actors. **Innovation, digital technology and team safety** are also key focal points.

Faced with such major challenges, **our determination has not wavered.** We are confident in our ability to continue taking action, to adapt and demonstrate, over the long term, the strength of our commitment. ■

Jean-Noël Dargnies, Chairman, and **Manuel Patrouillard,** Global Managing Director

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Syria, 2025. Having lost his leg in a bombing raid when he was a small child, 12-year-old Omar receives a custom-made prosthesis in Raqqa.

PRESENCE WORLDWIDE

437 PROJECTS IN **58** COUNTRIES

PEOPLE SUPPORTED DIRECTLY AND INDIRECTLY

DIRECT BENEFICIARIES[1]
2,939,835 people

INDIRECT BENEFICIARIES
12,042,651 people

PEOPLE REACHED BY SECTOR OF ACTIVITY

HEALTH[2] **806,628** people

SOCIAL & INCLUSION[3] **735,909** people

REHABILITATION SERVICES
400,689 people

PROTECTION AND RISK REDUCTION[4]
576,114 people

ARMED VIOLENCE REDUCTION[5]
609,285 people

EMERGENCY CONTEXTS
1,214,043 people

GLOBAL WORKFORCE[6]

4,314 people, or:

- **3,469** local staff in project countries
- **240** international staff in project countries
- **366** headquarters staff working in programme management HI network
- **239** staff working in support services, fundraising and communication

HI NETWORK BUDGET

240.8 million euros

1. **Direct beneficiaries:** People having directly benefited from the actions of HI or its partners in 2025. Some people may have benefited from several services or activities and been counted more than once. For this reason, data by sector of activity cannot be cumulated.
2. **Health:** Early childhood development, emerging infectious diseases, non-communicable diseases, safe and inclusive mobility, sexual and reproductive health and rights, maternal, newborn and child health, mental health and psychosocial support.
3. **Social & Inclusion:** Shelter and non-food items, environmental accessibility and information & communications technology, food aid, social development and social protection, water, sanitation and hygiene (WASH), inclusive education, economic inclusion.
4. **Protection and risk reduction:** Inclusive humanitarian action, inclusive governance, protection against violence and abuse, disaster risk reduction and climate change adaptation.
5. **Armed Violence Reduction:** Risk education, land release, conflict transformation.
6. **Global workforce:** Workforce expressed in annual full-time equivalent positions.

PART 1 |
Who are we?

1

Our vision

Outraged by the injustice faced by people with disabilities and vulnerable populations, we aspire to a world of solidarity and inclusion, enriched by our differences, where everyone can live in dignity.

Our mission

HI is an independent and impartial aid organisation working in situations of poverty and exclusion, conflict and disaster. We work alongside people with disabilities and vulnerable populations, taking action and bearing witness in order to respond to their essential needs, improve their living conditions and promote respect for their dignity and fundamental rights.

Our values

HUMANITY

All our actions are underpinned by the value of humanity. We include everyone, discriminate against no one and recognise each individual's right to dignity. Our work is characterised by respect, benevolence and humility.

INCLUSION

We work for the inclusion and participation of all people in society, ensuring diversity, equity and individual choice. We value difference.

COMMITMENT

We are resolute, enthusiastic and bold in our commitment to developing appropriate, pragmatic and innovative solutions. We take action and rally those around us to fight injustice.

INTEGRITY

We work in an independent, professional, altruistic and transparent manner.

The Handicap International — Humanity & Inclusion Organisation

The HI Organisation is comprised of the Federation, established in 2009, and eight national associations founded between 1982 and 2006: Belgium, Canada, France, Germany, Luxembourg, Switzerland, the United Kingdom, the United States and an office in Austria.

The Federation implements the network's programmes in 49 countries under the name "Humanity & Inclusion" or "Handicap International", depending on the country.

In 2025, 15 of these programmes worked under the name "Handicap International", 6 as "Humanité & Inclusion" and 28 as "Humanity & Inclusion".

The national associations are called "Handicap International" in Belgium, France, Germany, Luxembourg and Switzerland, and "Humanity & Inclusion" in Canada (except in French-speaking Canada, where it is called "Humanité & Inclusion"), the United States and the United Kingdom.

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The HI network

The HI network is made up of the Federation that implements our programmes in 49 countries, 8 national associations, an office in Austria — under the name "Handicap International" — and the HI Institute for Humanitarian Action.

HI Institute for Humanitarian Action: safeguarding our ethical principles

Since 2015, the HI Institute for Humanitarian Action has defined the ethical framework underpinning HI's work. It serves as a forum for reflection on the ethical and political issues faced by actors in the humanitarian sector.

IDEAS LABEL

In January 2016, with the help of the Institute for the Development of Ethics and Action for Solidarity (IDEAS), HI engaged in a process to enhance its governance, financial management and effectiveness. Our management and transparency were reviewed against 120 IDEAS evaluation criteria. Based on an independent audit, the HI Federation obtained the IDEAS label. This IDEAS label was renewed in November 2024.

Institutional policies and Code of Conduct

HI's institutional policies set out the principles to be respected by all our employees and partners. Our gender, safeguarding and child protection policies are accompanied by a code of conduct that applies to everyone representing HI (employees, people accompanying expatriate staff, consultants, service providers, partner organisations, interns and voluntary workers). Whenever local legislation permits, we incorporate this code of conduct into employment contracts and internal rules of procedure.

Our institutional polices are available online at *https://hi.org/en/institutional-policies:*

- policy for the protection of beneficiaries against sexual exploitation and abuse, which also prohibits recourse to prostitution
- child protection policy
- policy on Disability, Gender and Age
- policy for the prevention of and fight against bribery and corruption
- policy on Safety and Security

International recognition

1996
The United Nations High Commissioner for Refugees awarded HI the Nansen Refugee Award for its "outstanding work with refugees".

1997
HI was co-laureate of the Nobel Peace Prize for its role in the International Campaign to Ban Landmines.

1999
HI was granted and has since maintained special consultative status with the United Nations.

2008
The Nansen Refugee Award was awarded to the United Nations Mine Action Coordination Centre for South Lebanon in recognition of the work of its deminers, including three HI demining teams.

2011
HI received the Conrad N. Hilton Humanitarian Prize for its actions in support of people with disabilities.

2020
The European Union awarded HI with two Horizon Prizes for innovation in humanitarian aid for its projects on tele-rehabilitation and the use of drones for mine clearance.

They support our causes

HI is under the high patronage of Her Majesty Queen Mathilde of Belgium. Many other prestigious personalities support our causes, including Artus, Lloyd Axworthy, William Boeva, Brusk, Fabian Bünker, Jessica Cox, Grégory Cuilleron, Yves Duteil, The Family of 5, Ulrike Folkerts, Joachim Gérard, Marie-Amélie Le Fur, Chantal Petitclerc, Axelle Red, Saype, Celine van Till...

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PART 2 | OUR ACTIONS

Key events 2025

WHO ACCREDITATION

HI certified as an Emergency Medical Team (EMT) specialising in rehabilitation care by the WHO

In 2025, the World Health Organization (WHO) recognised HI's expertise in emergency physical rehabilitation by certifying it as an "Emergency Medical Team". This means that we can now join this WHO initiative as a specialised rehabilitation team ready to respond to humanitarian crises at a moment's notice.

Prompt physical rehabilitation is essential for preventing injury- or illness-related disabilities from becoming long-term conditions.

The WHO set up this specific initiative to improve this type of care. The inclusion of HI's teams will allow us to respond even more quickly to emergencies, improve the quality of the health services provided by national and international medical teams, and strengthen the ability of national health systems to serve the most vulnerable populations.

HI was accredited after a verification exercise held in May 2025. This was designed as a full-scale simulation during which WHO representatives assessed and confirmed that the protocols and operating procedures developed by HI complied with the quality criteria of the Emergency Medical Team system.

This certification is a major milestone for HI and recognises our expertise in physical rehabilitation in crisis contexts. HI is the second team specialising in emergency physical rehabilitation to be certified by the WHO.

ADVOCACY

Defending humanitarian action in the face of mounting pressure

In 2025, with humanitarian action under increasing pressure, HI mobilised to defend the fundamental principles of aid and respect for international humanitarian law (IHL). On 16 June, HI co-hosted a high-level event in Geneva at the Humanitarian Affairs Segment of the United Nations Economic and Social Council (ECOSOC) which focused on threats to humanitarian access.

The discussions highlighted some worrying trends: a decline in respect for international humanitarian law, the politicisation of aid, and increasing restrictions on access to populations. In many crisis contexts, these trends result in restrictions on the delivery of aid, attacks on civilians and civilian infrastructure, and an increase in threats against humanitarian workers and health professionals, all of which are violations of the tenets of international humanitarian law.

HI's Emergency Director spoke about the situation on the ground, particularly in the Occupied Palestinian Territory and in Sudan, where violations of international humanitarian law are frequent and where humanitarian access remains severely restricted. She also stressed that these situations particularly affect people with disabilities, who are often excluded from essential services and humanitarian aid.

At this event, HI called on States to reaffirm their commitment to international humanitarian law and to ensure that humanitarian action is based on the principles of humanity, neutrality, impartiality and independence in order to ensure safe and unhindered access to the most vulnerable populations.

ADVOCACY

Maintaining the ban on landmines to provide greater protection for civilians

© C. Wright / ICBL-CMC / HI

In 2025, HI confirmed its commitment to upholding the Anti-Personnel Mine Ban Treaty (Ottawa Convention) and boosting the protection of civilians in armed conflict. At the Twenty-Second Meeting of the Ottawa Convention in Geneva, 116 States Parties gathered to review the progress made towards a mine-free world, against a backdrop of mounting tension about this international standard.

While new countries have acceded to the Convention (such as the Marshall Islands and Tonga) and others (such as Oman) have completed their mine-clearance obligations, several challenges emerged. Five States Parties announced their withdrawal from the Convention, and Ukraine requested that its obligations be suspended. Working alongside the International Campaign to Ban Landmines (ICBL), HI has campaigned hard to defend the integrity of the Convention. This has helped ensure that Ukraine remains bound by its obligations, thus reaffirming the authority of this international standard.

Defending the Convention also relies on the accounts of those directly affected by conflict. Since the 1990s, survivors of explosive weapons have played a key role in HI's advocacy. Their testimony is a reminder of the lasting human consequences of mines and bombing, and adds a human dimension to the challenges of protecting civilians.

By bringing these voices to international decision-making fora, HI strengthens the legitimacy of its advocacy and helps advance the commitment to disarmament and to the protection of people.

In 2025, 310,597 people benefited from HI's emergency response in the Occupied Palestinian Territory.

© K.Nateel / HI

GAZA

Dealing with an unprecedented humanitarian crisis

In Gaza, the humanitarian crisis has long since reached an extremely serious level — a direct result of a conflict marked by massive and sustained violence against civilians. In response to the attacks of 7 October 2023, the intensive bombing of densely populated areas has brought considerable destruction, huge loss of life and large-scale displacement of the population. By the end of 2025, more than 70,500 people had been killed and more than 170,000 injured.[1] The violence of the strikes — often indiscriminate — has created a climate of terror and widespread exhaustion among civilians.

Nearly 90% of the population has been displaced, sometimes several times. Unlike other conflict situations, people are unable to flee to neighbouring countries because of the blockade imposed by Israel and strict border control. The food situation is also critical. In 2025, over 90% of the population faced severe food insecurity, and some areas were experiencing near-famine conditions.[2] Essential infrastructure — hospitals, water-distribution networks, housing — has sustained massive damage or been destroyed, limiting access to healthcare and drinking water.

In this context, one of the main challenges is humanitarian access. There are severe restrictions on the entry of supplies and international staff, significantly curtailing the ability of humanitarian organisations to respond. Administrative constraints and the restrictions imposed on some NGOs are further complicating the implementation of an appropriate response despite the scale and urgency of the needs.

HI's action is therefore largely based on mobilising local and volunteer teams with the aim of addressing immediate needs whilst supporting longer-term reconstruction and resilience.

1. Reliefweb, OCHA, Humanitarian Situation Update #349 Gaza Strip, 19 December 2025. *https://reliefweb.int/report/occupied-palestinian-territory/humanitarian-situation-update-349-gaza-strip*

2. United Nations, *https://www.un.org/unispal/document/monthly-bulletin-august2025*

In 2025, HI's teams raised awareness of the risks associated with explosive devices among over 260,759 people. Nearly 10,000 rehabilitation follow-up sessions were organised, and 3,000 people benefited from functional assessments. Furthermore, 90 people received a prosthesis or orthosis designed specifically for their needs in HI's workshop, and nearly 622 orthotic and prosthetic follow-up sessions were held. HI also distributed 17,601 essential items, including mobility aids (crutches, wheelchairs etc.), hygiene kits, dignity kits, and nappies and pads for babies and adults.

HI also set up psychosocial-support activities for children including recreational activities for 35,000 children. For adults, 1,377 group support sessions were organised, benefiting more than 13,000 people.

Lastly, thanks to the efforts of HI/Atlas Logistique, 4,415 m³ of essential items have been stored and 120 transport operations organised for 24 humanitarian partners, thus maximising the impact of the response.

CRISIS IN SUDAN

Mobilising in one of the most serious humanitarian emergencies — a forgotten crisis

The crisis in Sudan is currently one of the world's most serious and least reported humanitarian emergencies. Since the conflict began in 2023 the country has experienced the world's largest population movement, with nearly 14.5 million displaced people and refugees — roughly 28% of the total population.

Over 10.5 million of these people are internally displaced, whilst nearly four million have fled to neighbouring countries, mainly Chad. This massive displacement is the direct result of extreme violence, including targeted attacks on civilians, bombing and the systematic destruction of infrastructure.

Some regions, especially Darfur, have been particularly affected by fighting and human rights violations. Famine was declared in several areas in 2025, while nearly 28 million people faced food insecurity. The collapse of essential services, combined with massive displacement, exposes the population to major risks including violence, malnutrition and psychological trauma.

Humanitarian access is a significant challenge. Organisations face

In 2025, 14,154 people benefited from HI's emergency response in Sudan.

© T. Nicholson / HI

complex administrative barriers, restrictions on movement and major security constraints.

With the help of a local partner, between September 2024 and March 2025, in the east of the country, HI carried out rehabilitation activities and promoted inclusive humanitarian action. As part of this initiative, 840 people benefited from early rehabilitation sessions, and in 2025, 52 mobility aids were distributed.

Despite the complex security and administrative situation, HI opened an operational base in El Geneina (Western Darfur) in early 2025. This base has distributed over 2,195 hygiene kits to families, and 937 families with children suffering from moderate or severe acute malnutrition have benefited from financial assistance (cash for food).

After spending several weeks dealing with administrative and bureaucratic procedures, field assessments and team recruitment, in early 2026 HI is ready to launch its physical and functional rehabilitation activities (rehabilitation and stimulation therapy) in Madani, Al Jazirah state, working alongside medical professionals to treat malnutrition.

Furthermore, in eastern Chad, HI assisted 19,811 Sudanese refugees living in camps or in host communities with rehabilitation and mental health and psychosocial support activities. These included 219 malnourished children who benefited from stimulation therapy to complement essential nutritional and medical care, in an effort to prevent malnutrition-related developmental delays and impairments.

SYRIA

Making land safe and protecting people from explosive devices

Since the fall of Bashar al-Assad and the change of regime on 8 December 2024, which marked the end of over 13 years of civil war, Syria has been struggling to restore normal living conditions. The population has fallen into even greater poverty, whilst essential services such as healthcare, food and housing are struggling to recover. Nearly 14.5 million people are facing acute food insecurity.[3]

Those who had fled internally or abroad — mainly to Jordan, Turkey, Lebanon and Iraq — are now returning home. Many are still living in camps for displaced people, however, because conditions in their home regions prevent them from returning: everything has been destroyed, there are no basic services and the local economy is struggling to pick up.

For those who do return to their homes, the risks are life-threatening. Contamination by explosive remnants of war and landmines makes daily life extremely dangerous, especially for children.

Between 8 December 2024 and 21 November 2025, 849 accidents involving explosive devices were recorded, resulting in 1,568 victims (581 dead and 987 injured). 522 of these incidents took place on farmland or grazing areas, highlighting their devastating impact on access to livelihoods and food security. The worst affected governorates are Deir ez-Zor, Aleppo and Idlib.

3. Food and Agriculture Organization of the United Nations (FAO), Syria — Emergency and Resilience Plan of Action, *www.fao.org/emergencies/where-we-work/SYR/*

One of the population's most pressing needs is humanitarian demining. The country is heavily contaminated after more than 13 years of bombing, air strikes and the intensive use of booby traps and anti-personnel mines.

In 2025, HI's teams raised awareness of the risks associated with explosive devices among 69,274 people in 8,035 sessions. Demining operations, which began in 2019, are now being carried out by a team of 18 deminers from HI in the north-east of the country. In 2025, 670,881 square metres of land were cleared of mines.

AFGHANISTAN

Treating visible and invisible injuries after the earthquake

On the night of 31 August, a powerful 6.0 magnitude earthquake struck eastern Afghanistan, followed by several aftershocks that continued until 4 September. The consequences were devastating: over 1,900 people died and more than 3,600 were injured. The material damage was considerable with nearly 8,500 homes destroyed. HI launched its emergency response in the immediate aftermath of the disaster.

After an earthquake of this magnitude, many survivors are left with serious injuries such as fractures or dislocations which, if not treated quickly, can have long-term consequences. Many survivors also have psychological trauma: it is essential to help them overcome the shock and anxiety caused by what happened. HI therefore deployed part of its national team to Kunar province: four people (two physiotherapists and two mental-health specialists, with one man and one woman in each group) to provide rehabilitation support and psychological first aid to those affected in the remote areas. As at 26 October, these activities had already provided rehabilitation and mental-health and psychosocial support to more than 500 people.

HI has also deployed an international specialist care team to Nangarhar Regional Hospital to enhance access to rehabilitation care in Jalalabad.

This intervention has improved the physical and functional capabilities of the injured, and prevented the onset of permanent disabilities. More than 356 patients — and the people who assist them in their daily lives — have been supported through physiotherapy sessions and training on how to care for the injured.

HI has also provided mobility aids (walking sticks, crutches and wheelchairs) and trained hospital teams in emergency rehabilitation in order to improve patient care. As a result, 45 health personnel have broadened their knowledge.

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BENIN

Promoting the social, educational and economic inclusion of people with disabilities

In Benin, HI is striving to improve the quality of life for people with disabilities by fostering their full participation in the economic and social life of the country.

HI is supporting the creation of inclusive businesses and developing support and financial-assistance structures to promote access to employment for people with disabilities. HI is also working with the authorities, businesses and training centres to foster the participation of people with disabilities in the political debate and to support advocacy actions aimed at securing their inclusive employment.

HI is supporting the authorities and schools to ensure that children have access to education and that the inclusive approach is developed in Benin. HI is striving to improve education policies and strategies at national level to ensure that teachers have the knowledge and skills required to provide quality teaching and support to all pupils. HI is also supporting the families of children with disabilities by arranging consultations and referring children to healthcare centres in line with their needs.

Through the second phase of its inclusive education and vocational training project, launched in 2022 and extended until the end of 2025, HI will have helped support 500 children with disabilities at school and 150 young people in vocational training. Each child is offered personalised support tailored to their needs and aspirations, including assistance accessing medical care (medicines, analyses), technical aids (prostheses, orthoses, etc.) and a custom-made learning programme. HI is also providing training in inclusive education techniques for teachers and instructors.

SENEGAL

Facilitating access to employment for people with disabilities

In Senegal — as elsewhere — people with disabilities experience higher rates of unemployment and economic inactivity than the rest of the working population. Among the barriers to their right to work are the lack of access to the workplace, non-adapted infrastructure, lack of access to funding for professional activities, stereotyping and the lack of social welfare.

Economic inclusion aims to empower people with disabilities to become financially independent and be recognised within their communities as fully fledged members of society. HI's priority is to help job seekers with disabilities find decent paid work, whilst also helping employment services and businesses to become more inclusive. We help entrepreneurs with disabilities create or expand their business. To that end, we focus on the projects of small and medium-sized enterprises in sustainable and inclusive sectors.

In the Dakar region, HI supports people with disabilities in their career path. First and foremost they benefit from personalised follow-up in the form of meetings with a social worker and an employment advisor. After a skills assessment, an action plan is drawn up with the person based on their aspirations and needs. It is at this point that the person receives tailor-made assistance, for example in the form of training courses, help securing a work placement or raising the awareness of potential employers.

HI can call on a local network of over 90 employers and a dozen organisations involved in employment and training. HI helps partner companies adapt workplaces to make them accessible for people with disabilities. It also raises awareness among the rest of the staff with the aim of helping employees with disabilities feel more included. Finally, HI follows up with the people with disabilities who have been recruited to ensure that everything is going well in their new job.

At the end of 2025, HI spearheaded the creation of the national network of disability-aware businesses (RNESHS). This platform, designed to foster the sharing of experiences and best practices between businesses and public institutions, is open to all associations and businesses. HI will support this network by providing specific services, such as carrying out audits of physical, ergonomic and communication accessibility, and implementing reasonable accommodation and adaptations of workstations in line with the beneficiaries' specific disabilities.

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MYANMAR

Providing an immediate response to those affected by the earthquake

At the end of March, a powerful 7.7 magnitude earthquake struck central Myanmar. More than 5,000 people are thought to have died, and a further 10,000 injured. Mandalay, the country's second-largest city, suffered significant damage. In the township of Amarapura, near Sagaing, 90% of the buildings collapsed.

HI immediately launched a rapid needs assessment in coordination with Mandalay hospitals and local partners. HI provided emergency equipment: emergency kits (tents, floor mats, inflatable pillows, blankets, hydro-alcoholic gel, gloves, survival kits), mobility aids and first aid equipment (wheelchairs, crutches, stretchers etc.). HI has supported Mandalay General Hospital and Mandalay Orthopaedic Hospital.

20,338 people received mental healthcare and psychosocial support following the earthquake.

A temporary office was opened in Mandalay at the end of April. In early May, the team expanded to include physiotherapists, mental-health and psychosocial-support specialists, a project manager and community mobilisation officers.

Since the earthquake, 55,668 people (34,911 women), including 4,495 people with disabilities, have benefited from our support.

COLOMBIA

Supporting displaced people in the face of escalating violence

Since late 2024, the Norte de Santander department in north-eastern Colombia has been the scene of escalating violence and clashes between non-state armed groups such as the Ejército de Liberación Nacional (ELN) and the Estado Mayor de los Bloques y Frentes (EMBF). According to international observers, this is linked to the strategic nature of the border. The groups are fighting for control of the region's vast expanses of territory and the thriving illegal economies that flourish there, as well as for political and social interests.

On 15 January 2025, the massacre of a family in the small town of Tibú was a turning point in the violence. The ensuing escalation in the fighting led the Colombian government to suspend talks with the ELN. In just two weeks, more than 50,000 people were forced out onto the street due to insecurity, violence, and difficulties sourcing supplies or accessing healthcare.

The humanitarian consequences of this fighting are devastating for the civilian population. More than 56,000 people have had to flee their homes — something not seen for nearly 30 years in Colombia. Of these, more than 46,000 children and adolescents have been affected and have had to stop going to school.[4] Nearly 710 schools remain closed in the region for security reasons.

The fighting also has long-term consequences: locals fear the proliferation of anti-personnel mines, unexploded ordnance and other improvised explosive devices in the region. The humanitarian response is mainly concentrated in the city of Cúcuta, as access to municipalities such as Tibú and Ocaña — which are among the worst affected by the violence — is limited by the presence of non-state armed groups.

In Colombia, 1,238 people benefited from physical and functional rehabilitation projects and 1,606 people from mental-health and psychosocial support in 2025.

In Cúcuta, HI teams are offering support to displaced communities. For people arriving in the city suffering from post-traumatic stress caused by the violence and suffering they have endured, HI is providing psychological first aid and help to arrange appointments with specialists.

HI is also carrying out physiotherapy assessments and providing wheelchairs, walking sticks, crutches or orthoses to people who need them to get around. Lastly, HI's teams are offering awareness-raising sessions on sexual and reproductive rights at group workshops.

4. Reliefweb 23 January 2025.

HI supported 1,842 people through disaster-risk reduction and climate-change adaptation projects in Peru.

PERU

Helping communities cope with the effects of climate change

Many people in the Huánuco and Loreto departments of northern and central Peru live in precarious conditions. Agriculture and small-scale commerce are the main sources of income there, especially in the more rural areas. Because of climate change, however, the seasons are out of sync: temperatures are reaching new record highs, the rains are either too early or too late, floods and mudslides are becoming more frequent etc. This has numerous consequences for the people who live there: poor access to water, food shortages, spread of disease and an increase in other health risks.

In response, HI has launched a project to train and empower communities in two districts: San Juan Bautista and Amarilis. Farmers, schoolchildren, representatives of civil society and elected officials are all learning about climate change and its tangible effects on everyday life, and are working together to find ways of mitigating and dealing with them.

Together, project participants are exploring local and inclusive solutions to mitigate the effects of climate change. For example, some schools are looking into the possibility of planting fruit and forest trees native to the region or creating vegetable gardens. These measures would create pockets of cool air to combat the hot summer weather, whilst improving the quality of life and diet of their pupils.

This community-based and inclusive project will benefit at least 1,600 people from the districts of Amarilis in Huánuco and San Juan Bautista in Loreto, including schoolchildren with and without disabilities, adults with disabilities, civil servants from local and regional government, and public institutions involved in disaster-risk management and the environment.

AFRICA AND THE INDIAN OCEAN	Humanitarian Mine Action	Atlas Logistique*	Advocacy	Prevention and Health	Protection and Risk Reduction	Rehabilitation Services	Social and Inclusion	Emergency
01 / Benin	×		×	×	×	×	×	×
02 / Burkina Faso	×	×	×	×	×	×	×	×
03 / Ethiopia	×		×	×	×	×	×	
04 / Kenya			×	×	×	×	×	×
05 / Madagascar		×	×	×	×	×	×	×
06 / Mali	×	×	×	×	×	×	×	×
07 / Mozambique	×		×	×	×	×	×	×
08 / Niger	×		×	×	×	×	×	×
09 / Uganda			×	×	×	×	×	×
10 / Central African Republic		×	×	×	×	×	×	×
11 / Democratic Republic of the Congo		×	×	×	×	×	×	×
12 / Rwanda			×	×	×	×	×	×
13 / Senegal	×		×	×	×		×	
14 / Sierra Leone			×	×	×		×	
15 / Somalia (including Somaliland)			×	×	×	×	×	
16 / Sudan					×	×	×	×
17 / South Sudan			×	×	×		×	×
18 / Chad	×	×	×	×	×	×	×	×
19 / Togo	×		×	×	×	×	×	×

NORTH AFRICA AND THE MIDDLE EAST	Humanitarian Mine Action	Atlas Logistique*	Advocacy	Prevention and Health	Protection and Risk Reduction	Rehabilitation Services	Social and Inclusion	Emergency
20 / Egypt			×	×		×	×	×
21 / Iraq (including Iraqi Kurdistan)	×		×	×	×	×	×	
22 / Jordan			×	×		×	×	×
23 / Lebanon	×	×	×	×	×	×	×	×
24 / Morocco				×	×		×	×
25 / Syria	×		×	×	×	×	×	×
26 / Occupied Palestinian Territory	×	×	×	×	×	×	×	×
27 / Tunisia				×	×		×	
28 / Yemen	×			×	×	×	×	×

LATIN AMERICA AND THE CARIBBEAN	Humanitarian Mine Action	Atlas Logistique*	Advocacy	Prevention and Health	Protection and Risk Reduction	Rehabilitation Services	Social and Inclusion	Emergency
29 / Bolivia			×					
30 / Colombia	×		×	×	×	×	×	
31 / Cuba			×	×	×		×	×
32 / Haiti		×			×	×	×	×
33 / Ecuador			×		×		×	
34 / Honduras			×		×			
35 / Peru			×	×	×		×	×
36 / Venezuela	×		×	×	×	×	×	×

ASIA	Humanitarian Mine Action	Atlas Logistique*	Advocacy	Prevention and Health	Protection and Risk Reduction	Rehabilitation Services	Social and Inclusion	Emergency
37 / Afghanistan		×	×	×	×	×	×	×
38 / Bangladesh		×		×	×	×	×	×
39 / Cambodia			×			×	×	
40 / India				×	×	×	×	×
41 / Laos	×		×	×	×	×	×	×
42 / Myanmar (Burma)	×		×	×	×	×	×	×
43 / Nepal					×	×	×	
44 / Pakistan				×	×	×	×	×
45 / Philippines				×	×	×	×	×
46 / Sri Lanka					×	×	×	
47 / Thailand	×			×	×	×		×
48 / Vietnam					×	×	×	

NORTH AMERICA	Humanitarian Mine Action	Atlas Logistique*	Advocacy	Prevention and Health	Protection and Risk Reduction	Rehabilitation Services	Social and Inclusion	Emergency
49 / Canada			×					
50 / United States			×					

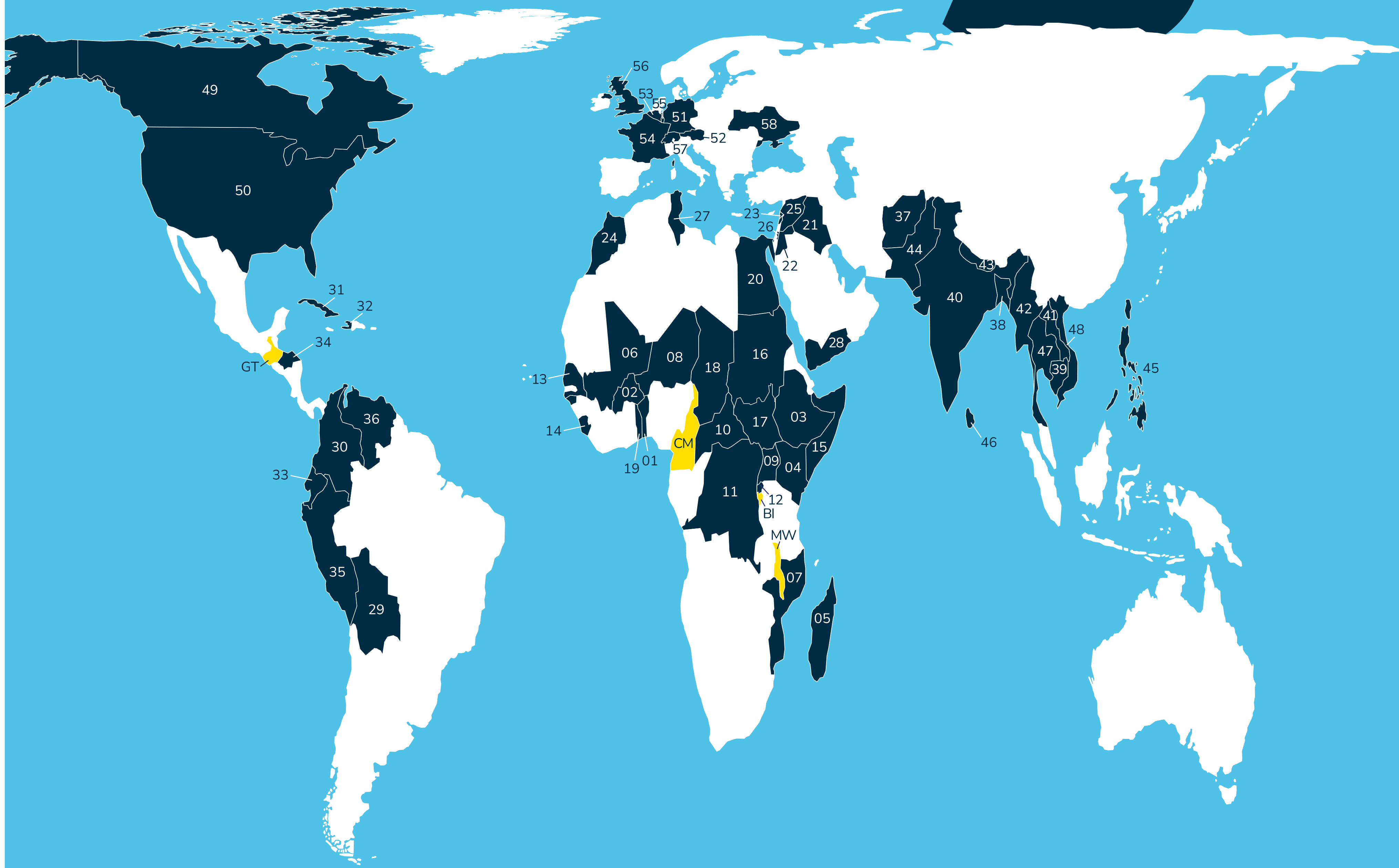
EUROPE	Humanitarian Mine Action	Atlas Logistique*	Advocacy	Prevention and Health	Protection and Risk Reduction	Rehabilitation Services	Social and Inclusion	Emergency
51 / Germany			×				×	
52 / Austria			×					
53 / Belgium			×					
54 / France			×					
55 / Luxembourg			×					
56 / United Kingdom			×					
57 / Switzerland			×					
58 / Ukraine	×	×	×	×	×	×	×	×

Atlas Logistique: Logistics consultancy; Light civil engineering; Shared transport and storage platforms; Strengthening of supply chains and humanitarian and market access.

3

PART 3 | Worldwide presence

437 projects in 58 countries



Countries in which HI is present and works with national or international partners.

Countries where HI supports a national partner or provides technical assistance to NGOs or public organisations: Burundi (BI), Cameroon (CM), Guatemala (GT), Malawi (MW).

Countries where activities were closed down in 2025: Central African Republic, Sierra Leone, Bolivia.

All National Associations — Germany, Belgium, Canada, United States, France, Luxembourg, United Kingdom, Switzerland — **and HI's office in Austria conduct advocacy activities, including fighting against the bombing of civilians.**

The borders and country names shown in this map do not imply an opinion by HI as to the status of these territories. If certain countries are not represented, this is solely due to a lack of space. This map uses the Gall-Peters projection, which shows all continents according to their actual size.

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A WORD FROM OUR TREASURER

Continuing our work through rigorous and responsive financial management

For HI, 2025 was a year marked by **sustained international instability, with ongoing geopolitical turmoil,** a proliferation of humanitarian crises and **a sharp fall in institutional funding,** particularly from the USA. In this challenging environment, our organisation demonstrated both its **ability to adapt and its financial strength,** all in the service of our missions.
With a **financial volume of €164 million for our field programmes,** HI remained fully mobilised in support of vulnerable populations. Our teams continued to pursue key activities, notably in **Ukraine** (€10 million to assist people with disabilities affected by the conflict), **Palestine** (€15 million, in what is a dire humanitarian context), and **West Africa** (Sahel) and **East Africa,** where the needs arising from protracted crises remain high. The year also saw significant mobilisation by our teams and private donors in response to **emergencies** in various humanitarian contexts.
The €34 million decrease in overall volume on 2024 was mainly due to the suspension of numerous US funding streams and cuts in other institutional funding structures. This affected our economic model, particularly our institutional donors' contribution to administrative costs.
In response to this situation, **prompt and responsible corrective measures** were implemented at the beginning of the year, both in the field and at headquarters: restructuring, tighter cost control, prioritisation of activities, and support for the most vulnerable programmes.
These efforts allowed us to remain focused on what matters most: the continuity of our actions in the service of vulnerable populations.
Meanwhile, **private fundraising remained solid** at €63.1 million (a €4.9 million increase on 2024). This performance reflects both the generosity of the general public in response to emergency situations, and the constant commitment of major donors and testators. This mobilisation provided crucial support, allowing our organisation to mitigate some of the effects of the decline in institutional funding.
Despite **significant unfavourable foreign exchange rates** driven by increased currency volatility and our international exposure, the combined net result of the federal network remained **slightly in surplus at +€1.2 million.** This reflects the efforts made by all our teams throughout the year to adapt to a challenging financial context. The vast majority of 2025 expenditure — €195 million or **84%** — **was allocated to social missions.**
Our own funds remain at a level consistent with the cash safety thresholds defined by the Federal Board of Trustees, allowing us to face future financial years with caution, but also with confidence.

Claire VAUDRAY-RADISSON

HI's funding and financial management principles

DIVERSE FUNDING SOURCES

To maintain its independence and ensure the long-term future of its actions, HI has three main sources of funding:

- funds raised from the general public through donations, solidarity sponsorship, legacies and sales of craft, fair-trade and co-branded products;
- grants from institutional donors (United Nations, European Union, the regional or national branches of international cooperation agencies) or private bodies (foundations, associations, companies);
- HI also charges governmental agencies and international bodies for expertise and consultancy services.

As a result of its mixed funding structure (private donations and institutional funding) and international activity in contexts of crisis, disaster, reconstruction and development, HI's financial statements cannot easily be compared with those of other types of organisation.

PUBLIC GENEROSITY: A VITAL SOURCE OF FUNDING

Funds raised from the general public not only allow the organisation to finance the implementation of its programmes directly, but also to leverage additional funding for implementing actions on a larger scale. In fact, institutional donors are usually only willing to provide funding if the organisation is able to co-finance the programme concerned with funding raised from the general public. Public generosity is therefore the driving force behind the funding of HI's activities.

POOLING DONATIONS FOR GREATER EQUITY

HI has always made it a rule not to allocate donations to a given programme (except in the case of solidarity sponsorship), but rather to pool donations so that they can be used on all its programmes.
It can thus mobilise funding at any time for wherever the needs are greatest and most urgent. This practice of pooling unrestricted funds is complementary to that of institutional donors who designate funds to specific projects.

A RESERVES POLICY TO ENSURE FINANCIAL SECURITY

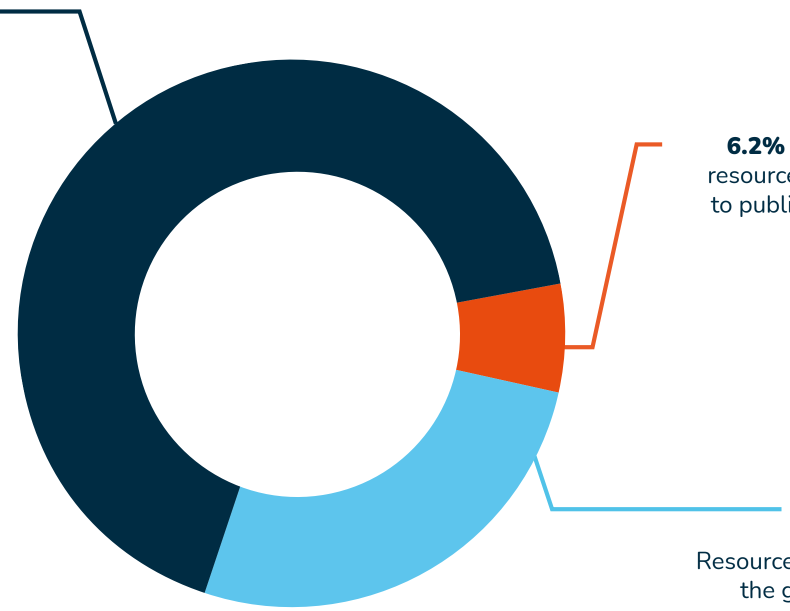
In order to preserve its financial security and that of its actions, HI builds up reserves of own funds and liquid assets. These reserves enable the organisation to cope with any fluctuations in resources. They also cover the need for working capital caused by the lag time between the implementation of activities and the receipt of institutional funding, and allow HI freedom of initiative and independence of action in implementing its social missions. Lastly, these reserves enable the organisation to finance its strategic development projects.

FINANCIAL TRANSPARENCY

HI has made financial transparency one of its key management principles. Its objective is to be capable of accounting for the use of all the funds entrusted to it at all times. In addition to internal controls, all HI network entities undergo numerous external audits. The accounts are certified by a statutory auditor in their own country, and then the organisation's combined accounts are signed off by the Federation's statutory auditor, Mazars. The financial reports on the use of institutional funding produced by the organisation are also frequently audited by external auditors.

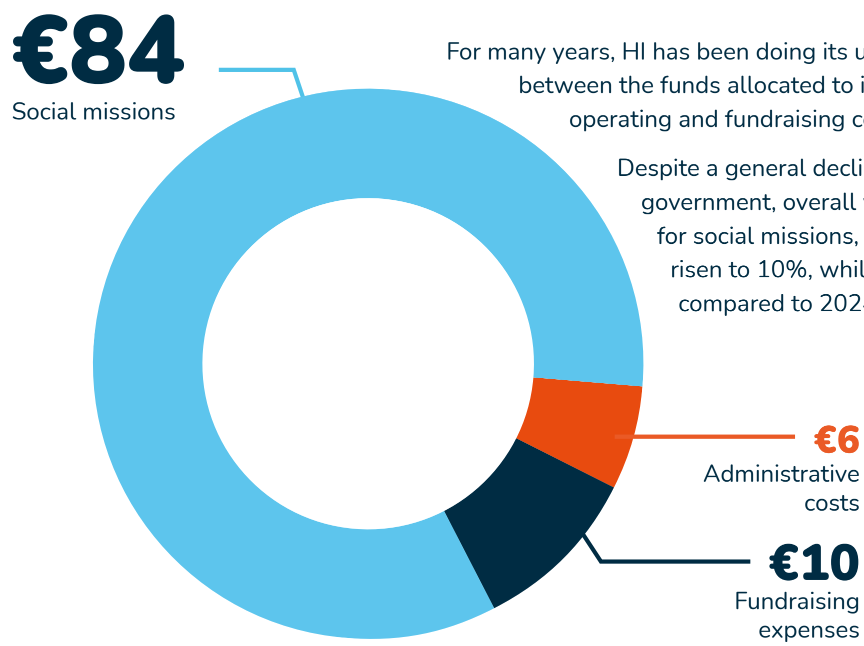
Finally, the French Court of Auditors *(Cour des Comptes)* can audit the Federation, headquartered in France, or the French national association at any time.

Where our resources come from



NB: In this diagram, based on the Income Statement by Origin and Destination (CROD), revenue from solidarity trading (€2,114K) is not taken into account.

For €100 spent in 2025 by the HI network*



For many years, HI has been doing its utmost to maintain **an essential balance** between the funds allocated to its social missions and those allocated to operating and fundraising costs.

Despite a general decline in funding, particularly from the US government, overall we have maintained a high level of funding for social missions, at 84%. The share of fundraising costs has risen to 10%, while operating expenses remain stable at 6% compared to 2024.

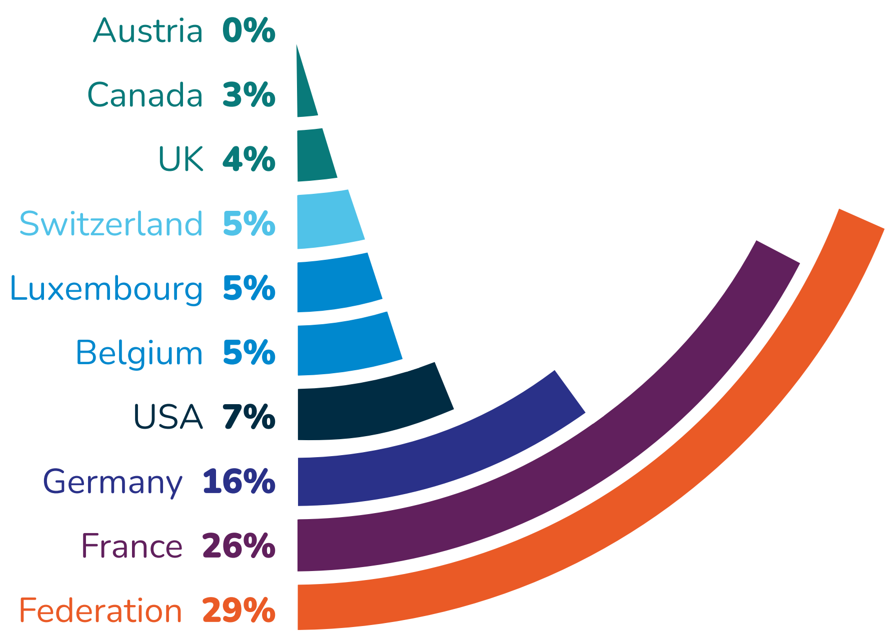
NB: In this diagram, based on the Income Statement by Origin and Destination (CROD), the cost of solidarity trading, i.e. €1,287K of direct costs integrated in the "fundraising costs" heading and €93K of operating costs are not taken into account.

* The HI network includes the Federation, the 8 national associations: Belgium, Canada, France, Germany, Luxembourg, Switzerland, United Kingdom and the United States, an office in Austria and the HI Institute for Humanitarian Action.

Federation and National Association contributions to the international network's resources

The federal network enables HI to develop and diversify:

- its financial, institutional and private resources;
- its human resources, through the recruitment of volunteers and international staff;
- its technical skills, through the acquisition of additional know-how.



Methodology used to establish the Income Statement by Origin and Destination (CROD) and the Annual Statement of Use of Funds (CER)*

As of the financial period beginning on 1 January, 2020, private not-for-profit legal entities must apply ANC (French accounting norms) Regulation No. 2018-06 of 5 December 2018, which replaces CRC Regulation No. 99-01 of 16 February 1999, and was amended by the following regulations ANC n°2020-06 and n°2022-04.

This regulation provides, among other things, for the production of several tables, **including the Income Statement by Origin and Destination (CROD) which integrates all the uses and resources committed by the HI Network.** Based on the CROD, the Annual Statement of Use of Funds (CER) now only specifies the origin of resources collected from the public, and their use by the organisation during the financial period.

In application of common accounting principles, these tables are based on the cost accounts produced by each entity in the HI organisation, and in conformity with the regulations in force.

Each use heading includes the direct costs and the management costs of the activities concerned.

International and national staff costs are charged directly to the programme concerned.

Costs incurred on development education work relate to the social mission and are therefore classified under that heading. This is the case for the costs incurred by international campaigns to ban landmines and cluster munitions, and the EWIPA campaign aiming to put an end to the bombing of civilians.

Costs relating to information to the general public (the website, for example) are included under "Administrative costs".

Exceptional income and expenditure for the financial year are incorporated into each heading of the CROD.

Finally, the heading "Of which public generosity" is calculated as the difference between the cost of each use heading and other funding allocated to them (mainly institutional funds).

* As the Federation is headquartered in France, French regulations apply.

INCOME STATEMENT BY ORIGIN AND DESTINATION (CROD)

At 31st December 2025 in thousands EUR.
This table is based directly on HI's annual financial statements. As such, the figures have been rounded up.

A — Resources and expenditures by origin and use of funds

	YEAR 2025		YEAR 2024	
INCOME BY ORIGIN	TOTAL	Of which public generosity	TOTAL	Of which public generosity
1 – Income from the public's generosity	63,094	63,094	58,154	58,154
2 – Income not related to the public's generosity	16,876	–	17,906	–
3 – Grants and other public subsidies	157,805	–	193,265	–
Total income	**237,775**	**63,094**	**269,325**	**58,154**
4 – Reversals of provisions and depreciation	3,316	–	3,076	–
5 – Uses of previous earmarked funds	886	300	2,655	2,655
Total	**241,977**	**63,394**	**275,056**	**60,809**
EXPENDITURES BY DESTINATION				
1 – Social missions	194,951	37,192	228,939	38,611
2 – Fundraising costs	22,714	20,020	24,585	16,852
3 – Operating costs	14,798	2,343	15,370	–
Total expenses	**232,463**	**59,555**	**268,894**	**55,463**
4 – Provisions and depreciation	6,535	–	3,570	–
5 – Income tax	1,782	1,197	1,404	1,404
Total	**240,780**	**60,752**	**273,868**	**56,867**
Surplus or deficit	**1,197**	**2,643**	**1,188**	**3,942**

B — Voluntary contributions in kind

	YEAR 2025		YEAR 2024	
PRODUCTS BY ORIGIN	TOTAL	Of which public generosity	TOTAL	Of which public generosity
1 – Voluntary contributions from the public	3,604	3,604	5,583	5,583
2 – Voluntary contributions not linked to public generosity	–	–	–	–
3 – Public assistance in kind	–	–	–	–
Total	**3,604**	**3,604**	**5,583**	**5,583**
EXPENDITURES BY DESTINATION				
1 – Voluntary contributions to social missions	390	390	1,655	1,655
2 – Voluntary contributions to fundraising	2,548	2,548	2,207	2,207
3 – Voluntary contributions to the administrative costs	666	666	1,721	1,721
Total	**3,604**	**3,604**	**5,583**	**5,583**

ANNUAL STATEMENT OF USE OF FUNDS RAISED FROM THE PUBLIC (CER)

At 31st December 2025 in thousands EUR
This table is based directly on HI's annual financial statements. As such, the figures have been rounded up.

	YEAR 2025	YEAR 2024
USE OF FUNDS BY DESTINATION	TOTAL	TOTAL
1 – Social mission	37,192	38,611
2 – Fundraising costs	20,020	16,852
3 – Operating costs	2,343	–
Total use of funds	**59,555**	**55,463**
4 – Provisions and depreciation	–	–
5 – Deferred funds from the year	1,196	1,404
Surplus of the public's generosity for the year	**2,643**	**3,942**
TOTAL	**63,394**	**60,809**
RESOURCES BY ORIGIN		
1 – Resources from the public's generosity	63,094	58,154
Total resources	**63,094**	**58,154**
2 – Reversals of provisions and depreciation	–	–
3 – Uses of previous earmarked funds	300	2,655
Deficit of the public's generosity for the year	–	**–**
TOTAL	**63,394**	**60,809**
Resources carried over from public generosity at the beginning of the year (excluding dedicated funds)	**50,930**	**47,740**
(+) surplus or (-) shortfall of public generosity	2,643	3,942
(+) net investments and (-) disinvestments related to the generosity of the public during the year	584	-752
Resources carried over from public generosity at the end of the year (excluding dedicated funds)	**54,157**	**50,930**

Resources from the public's generosity: all one-off donations, direct debit donations, donations from solidarity sponsorships, bequests, etc. raised in the year.

Income not related to public generosity: private institutional funding from foundations and associations, income from solidarity trade, other income.

Subsidies and other public support: funding obtained from international organisations (including the European Union and the United Nations), as well as public subsidies obtained mainly in the countries where the national associations of the network are established.

Social missions: implementation of HI programmes throughout the world and programmes coordination from headquarters. A programme includes more than one project.

Fundraising expenses: includes expenses for general public fundraising campaigns and the search for public and private institutional funds.

Administrative costs: includes all expenses related to general services, as well as expenses for information and awareness-raising, for example the organisation's website.

Reported resources related to public generosity at the beginning of the financial year (excluding dedicated funds): constitutes the "initial stock of donations". It corresponds to the part of the own funds coming from the collection from the public and not used during the previous financial years.

Resources carried over from public generosity at the end of the financial year (excluding dedicated funds): constitutes the "final stock of donations" not used at the end of the year. This stock, integrated into own funds, contributes to the financial security essential to the sustainability of social missions.

Distribution of expenditure on social missions by geographical area: €195 million

This table is based directly on HI's annual financial statements. As such, the figures have been rounded up.

Asia

36.5 million euros

Afghanistan	25.10%
Bangladesh	18.46%
Cambodia	3.90%
China	2.69%
Laos	6.18%
Myanmar	9.90%
Nepal / India	3.71%
Pakistan	6.02%
Philippines / Indonesia	8.11%
Sri lanka	2.35%
Thaïland	4.25%
Vietnam	9.33%

Central and South America

14.4 million euros

Bolivia	0.34%
Colombia	45.78%
Cuba	5.64%
Ecuador	2.89%
Haiti	27.22%
Honduras	1.56%
Peru	2.35%
Venezuela	14.22%

Africa and the Indian Ocean

68.9 million euros

Somalia	2.30%
Benin	3.56%
Burkina Faso	7.62%
Central African Republic	2.88%
Chad	14.49%
Democratic Republic of the Congo	11.54%
Ethiopia	9.61%
Kenya	5.02%
Madagascar	4.38%
Mali	6.67%
Mozambique	4.70%
Niger	3.77%
Republic of South Sudan	3.04%
Rwanda	2.80%
Senegal / Guinea Bissau	4.67%
Sierra Leone	1.58%
Sudan	2.39%
Togo	3.55%
Uganda	5.43%

North Africa and the Middle East

52.8 million euros

Egypt	2.22%
Iraq	6.23%
Jordan	8.55%
Lebanon	8.91%
Morocco	2.92%
Occupied Palestinian Territory	28.50%
Syria	20.70%
Tunisia	3.76%
Yemen	18.21%

Europe **10.0 million euros**

Ukraine	100%

Carried out at National level

12.4 million euros

International Campaign to Ban Landmines and EWIPA* campaign	33.38%
HI Institute	2.77%
Campaign to promote the inclusion of people with disabilities	29.73%
Other programmes activities	34.12%

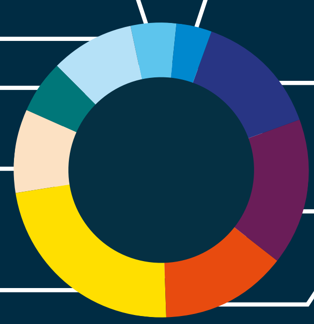
* EWIPA: advocacy campaign aimed at reducing the impact of explosive weapons in populated areas.

Breakdown of expenditure on social missions by sector of activity

Total social missions:

€195 million

N.B. In the above table and diagrams, based on the Income Statement by Origin and Destination (CROD), the costs directly linked to the coordination of social missions (including monitoring and support costs) are split between the programmes according to a calculation rule validated by HI's auditor.



Federal network combined balance sheet

At 31 December 2025 in thousands EUR.
This table is based directly on HI's annual financial statements. As such, the figures have been rounded up.

Assets	2025	2024
Fixed assets[1]	19,369	17,898
Institutional donors[2]	146,386	232,965
Receivables received by legacies or donation[2]	4,809	5,892
Other inventories and receivables[2]	23,538	29,928
Cash disposal[3]	92,231	69,635
Exchange adjustment — assets	1,055	752
TOTAL ASSETS	**287,388**	**357,070**

Liabilities	2025	2024
Own funds[4]	59,176	58,476
Deferred funds related to bequests or donations	4,341	6,482
Dedicated funds[5]	2,663	1,768
Provisions[6]	8,655	5,511
Debts of legacies and donations[7]	3,189	3,451
Institutional donors[7]	9,521	27,619
Current liabilities[7]	28,734	33,287
Deferred income related to institutional funding[8]	170,956	219,417
Unrealised exchange gains	153	1,059
TOTAL LIABILITIES	**287,388**	**357,070**

As of 1 January 2020, all legacies and donations are recorded as assets and liabilities in the specific accounts from the date of acceptance by the Board of Trustees. As soon as a funding contract (awarded by public and private institutional donors) is signed, the entire subsidy is recorded as income, with a corresponding receivable from the donor on the assets side of the balance sheet. At the close of accounts, the income is adjusted to the expenses incurred during the financial year: the portion of the grant relating to future financial years is entered at the close of the financial year in a "Deferred income related to institutional funding" account. The receivable from the donor is adjusted during the year based on the donor's payments.

1- **Fixed assets:** buildings, vehicles, computer hardware, and so on, at both head office and in the field.

2- **Current assets:** inventories of raw materials / client receivables and related accounts, and institutional donors.

3- **Cash disposal:** cash immediately available for the organisation's needs. Part of these funds is placed without risk to financial investments.

4- **Own funds:** security funds constituted since the creation of the organisation. They are integrated into the treasury and they allow HI to finance its actions pending the arrival of institutional funding.

5- **Provisions for risks and charges:** provisions to cover current disputes or possible risks on funding contracts.

6- **Designated funds on restricted donations:** funds restricted to specific projects and not used during the period.

7- **Debts:** amounts due to suppliers, social security funds and funds advanced by institutional donors and not used during the year.

8- **Revenue from institutional financing:** amount of institutional financing acquired but not yet used during the year.

5

Part 5 | Financial report

Federation

The eight national associations which form the federal network entrust the Federation with exclusive responsibility for the implementation of international aid projects, advocacy and political initiatives at international level, the preparation of medium-term strategy and the development of common policies and operating procedures.

HI Federation balance sheet

At 31 December 2025 in thousands EUR
This table is based directly on HI's annual financial statements. As such, the figures have been rounded up.

Assets	2025	2024
Fixed assets[1]	16,263	13,297
Institutional funding[2]	75,351	94,831
Other inventories and receivables[2]	29,580	42,587
Cash disposal[3]	74,499	45,410
TOTAL ASSETS	**195,693**	**196,125**

Liabilities	2025	2024
Own funds[4]	49,422	47,811
Provisions for risks and charges[5]	8,947	5,428
Dedicated funds on restricted donations[6]	2,531	1,722
Donor debts[7]	10,933	10,389
Other debts[8]	123,860	130,775
TOTAL LIABILITIES	**195,693**	**196,125**

1- Fixed assets: buildings, vehicles, computer hardware, and so on, at both head office and in the field.

2- Current assets: inventories of raw materials / client receivables and related accounts, and funding organisations.

3- Cash disposal: cash at bank and in hand. Part of this disposal is placed without risk to financial investments.

4- Own funds: security funds constituted since the creation of the association. They are integrated into the treasury and allow HI to finance its actions while waiting for the institutional donors funds.

5- Provisions for risks and charges: provisions to cover current disputes or possible risks on funding contracts.

6- Designated funds on restricted donations: funds restricted to specific projects and not used during the period.

7- Donor debts: funds advanced by institutional donors and not used during the year.

8- Other debts, of which prepaid revenue on institutional financing: amounts due to suppliers, social security funds and amount of institutional funding acquired but not yet used during the year.

HI Federation income statement

At 31 December 2025 in thousands EUR.
This table is based directly on HI's annual financial statements.
As such, the figures have been rounded up.

		YEAR 2025	YEAR 2024
INCOME STATEMENT	Sales of goods and services	33	94
	Income from third party funders	205,494	236,884
	Reversals of depreciation, impairment, provisions and expenses transfers	3,356	3,280
	Use of dedicated funds	840	2,257
	Stocked production	0	0
	Capitalised production	102	8
	Other products	2,758	3,526
	TOTAL I	**212,583**	**246,049**
OPERATING EXPENSES	Purchase of raw materials, goods and other supplies	0	1
	Change of raw materials inventories	0	0
	Other purchases and external charges	51,048	63,804
	Financial aid paid by the entity	52,742	62,806
	Taxes and similar payments	2,361	3,143
	Wages and salaries	75,610	89,159
	Social security charges	15,977	19,711
	Depreciation and amortisation	1,631	1,968
	Allocation to provisions	6,857	3,437
	Dedicated funds carried forward	1,650	1,382
	Other expenses	1,362	989
	TOTAL II	**209,238**	**246,400**
	1. OPERATING RESULT (I-II)[1]	**3,345**	**-351**
	Financial products (III)	2,184	2,397
	Financial expenses (IV)	3,161	1,558
	2. FINANCIAL RESULT (III-IV)[2]	**-977**	**838**
	3. CURRENT INCOME BEFORE TAXES (I-II+III-IV)	**2,369**	**487**
	EXCEPTIONAL PRODUCTS (V)	0	167
	EXCEPTIONAL CHARGES (VI)	0	181
	4. EXCEPTIONAL RESULT (V-VI)[3]	**0**	**-14**
	Income taxes (VII)[4]	280	208
	TOTAL INCOME (I+III+V)	**214,767**	**248,612**
	TOTAL EXPENSES (II+IV+VI+VII)	**212,679**	**248,347**
	SURPLUS OR DEFICIT	**2,088**	**265**

1. **Operating income and expenses:** purchases, overheads, wages, taxes, depreciations and provisions for expenses, donations and fundings for income.
2. **Financial income and expenses:** loans, investments and exchange gaps.
3. **Exceptional income and expenses:** assets transfer, penalties.
4. **Income taxes:** taxes on financial operations.

Handicap International — Humanity & Inclusion network 2025 annual report

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Caption for the cover photo: Omar, aged 12, from Raqqa, tries out his new prosthesis during a rehabilitation session with an HI physiotherapist at the prosthetics and orthotics department of Raqqa National Hospital in Syria.

Legal Deposit: September 2026

The Handicap International — Humanity & Inclusion network is composed of a Federation, which implements our field programmes in 49 countries, 8 national associations, an office in Austria and the HI Institute for Humanitarian Action.

The programmes and National Associations operate under the names “Humanity & Inclusion”, “Humanité & Inclusion” or “Handicap International” depending on the country.

HI Federation Board of Trustees 2026 – 2027

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