



**MAG**

saves lives builds futures

# Annual Report 2024



Staying determined  
in an era of volatility



**MAG**  
saves lives builds futures

## THE MINES ADVISORY GROUP

(A company limited by guarantee and not having a share capital)

TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2024

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# Saving lives in times of uncertainty

**Message from the Chair  
& Chief Executive**



Landmines and unexploded ordnance continue to inflict devastating human harm and impede development across the globe. More than 5,700 casualties were recorded globally in 2023 (the last full year for which there is verified data), with the overwhelming majority of those killed and injured – some 84% of casualties, of which 37% were children – being civilians.

The year witnessed ongoing conflicts in places such as Sudan, Myanmar, Yemen and Ukraine. There was also widespread destruction and suffering in Gaza and Lebanon.

At the time of writing, a new landmine emergency is developing in Syria, where hundreds of thousands of people are attempting to return to their homes following the fall of the Assad regime and encountering widespread contamination from landmines and explosive ordnance.

Armed violence also continued to impact millions of lives in the Sahel and West Africa, while the proliferation of weapons is affecting communities in Latin America and the Caribbean.

In January 2025, a new administration in the United States made the decision to review all foreign assistance funding. The short-term impact of the US President's Executive Order was the suspension of all of MAG's US-funded operations. Waivers were subsequently received to resume work in some programmes, followed by a lifting of the suspension on all but a few programmes. MAG was therefore able to resume the vast majority of its operations.

While we remain confident that the bipartisan support we have enjoyed in the US for many years will stand us in good stead as we advocate for continued support, there will inevitably be uncertainty for the foreseeable future.

The US developments had a significant effect on MAG in terms of the contribution of US funds to our central costs but also in

**MAG Annual Report 2024**



**Julia Palca**  
Chair of Trustees



**Darren Cormack**  
Chief Executive

management time, as colleagues were forced to respond to what was an unprecedented period of uncertainty. Regrettably, in order to mitigate the risk of this funding shortfall, we made the difficult decision to reduce central staff numbers as part of measures to ensure financial sustainability.

We'd like to place on record our thanks to all those colleagues who exhibited the utmost professionalism and dedication in dealing with the situation.

2024 marked the first year of MAG's Five-Year Strategic Framework, which articulates our ambitions and priorities for the period 2024-2028. Our progress in implementing that strategy is reflected in this annual report.

None of that progress could have been achieved without the commitment of our dedicated staff, operating in 38 countries across the world. Their work benefited the lives of more than 1.4 million people. Our innovative digital risk education programmes reached more than 104 million people.

MAG teams made safe some 88 million square metres of land and found and destroyed almost 81,000 landmines, unexploded bombs and other explosive remnants of war, a 37% increase on the previous year.

Our work in weapons and ammunition management (WAM) has also continued to be important, with MAG constructing or refurbishing 50 armouries and munitions stores and destroying some 27,000 small arms

and light weapons.

We also continued to engage in campaigning and policy leadership, working with national authorities, donors and others to influence funding, policy and programmatic practice. A notable success was our contribution to the Fifth Review Conference of the Anti-Personnel Mine Ban Treaty, held in Siem Reap, Cambodia.

None of our achievements would have been possible without the generous support of our institutional, corporate and individual donors.

Total income for the year was £99.3m which represents an 8% increase in income (2023: £91.9m). This increase was largely driven by an increase in institutional funding from the US, UK and German governments, with new programmes established in Jordan, El Salvador, Kenya and Tanzania, offset by smaller funding reductions from other donors.

Both new and protracted conflict and armed violence, along with the stubborn impact landmines and explosive ordnance in countries that have been at peace for decades, means our work has never been more important. And, despite geopolitical uncertainty and new challenges over funding, we remain determined to effect positive change for all those affected.

*Julia Palca* *Darren Cormack*  
**Julia Palca**  
Chair of Trustees  
**Darren Cormack**  
Chief Executive



## Report of the Trustees for the year ended 31 December 2024

# Who We Are

The Trustees of The Mines Advisory Group (MAG) present their annual report (incorporating the Strategic Report) and the audited financial statements for the year ended 31 December 2024.

MAG is a global humanitarian organisation that changes and saves lives.

We have been operating for 35 years, delivering transformational change for some of the most vulnerable people in the world in some of the most fragile places in the world.

We find and destroy landmines, cluster munitions and unexploded bombs in places affected by conflict. We also work to limit the causes and address the consequences of armed violence in communities.

Our work saves lives, eases suffering, protects human rights and contributes to sustainable peace and security. It fosters stable and secure societies and is a key enabler of progress towards the 2030 Sustainable Development Goals.

Since 1989, we have helped over 22 million people in more than 70 countries.

MAG collaborates at an international, regional, national, and local levels to reduce the likelihood and impact of armed violence and conflict.

We draw on our experience and expertise to influence policy, amplifying the voices of affected communities and advocating for measures that will effect change.

Our staff and the communities where they work and from which they come are at the heart of everything we do. We are determined to deliver a safe future for the women, men and children affected by violence, conflict and insecurity.

We believe in a world where people can exist with dignity and choice, where their human rights are upheld and where they can live free from the fear from landmines, explosive remnants of war and the impact of small arms and light weapons and ammunition. We believe this is a world worth striving for.

## Our Values

**DETERMINED** – We work with purpose

**EXPERT** – Through excellence and expertise we build trust

**INTEGRITY** – We strive to do the right thing

**COMPASSION** – People come first in everything we do

**INCLUSIVE** – We are inclusive and we value diversity



# Our Strategic Framework 2024 – 2028

Our Strategic Framework identifies and describes our focus for five years

## MAG STRATEGIC FRAMEWORK 2024-2028

The Framework is underpinned by our Values and incorporates a new Mission and Vision



The year 2024 was the first year of MAG's new Strategic Direction. The process for developing that new strategy started in the second half of 2022 and ended in the early summer of 2023 when the Boards of MAG and MAG US jointly agreed our new strategic framework for 2024-2028.

It is our compass for action and guides us as we seek to reduce the terrible human cost of armed violence and conflict.

### PUBLIC BENEFIT

As a charity, MAG is subject to the 'public benefit' test defined in the Charities Act. We achieve this through our objectives, as set out in our governing document. MAG's objects are:

- the provision of explosive ordnance risk education to communities at risk;
- advocating and campaigning to mitigate the impacts of explosive ordnance, arms and

results in human fatality or injury, due to the presence of the debris of war, such as land mines, unexploded ordnance, stockpiles of weapons and ordnance, and other residual contamination; and to deliver such relief by (but not limited to):

- the provision of training and assistance in clearance and reconstruction;
- undertaking any preventative measures that improve human security including (but not limited to) safely managing, storing, destroying or reducing the availability of stockpiles of ammunition, arms and weapons;

- the provision of explosive ordnance risk education to communities at risk;
- advocating and campaigning to mitigate the impacts of explosive ordnance, arms and

weapons on communities;

- providing necessary medical support; and
- to carry out research into solving the problems faced by those whose lives have been affected by conflict and to disseminate any useful results of such research for the public benefit.

The board annually reviews our aims, objectives and activities to ensure they align with our objects. This annual report sets out MAG's activities to further the aims of MAG's Strategic Framework 2024-2028, detailing the programmes funded and the benefits they brought to our beneficiaries.

This report explains how MAG meets our public benefit test by aligning delivery to our charitable purpose and objectives through our strategy, activities and achievements.

# Our Impact in 2024

Our global programmes continued to deliver significant life-saving impacts over the reporting period with activities implemented in 38 countries over the period.

The range and scope of these interventions varied over the reporting period from large-scale and long-term programmes with over 1,000 staff to much smaller and time-bound interventions.

The data therefore represents the key headlines of MAG's consolidated outputs but does not attempt to capture every operational activity being undertaken across all programmes.

What is clear is that we continued to deliver effective and impactful programmes, often in the face of continued challenges brought about by the COVID-19 pandemic or by fragile security contexts.

During 2024, our activities benefited around 1.5 million people, with millions more reached through innovative digital explosive ordnance risk education programmes.

WAM Key Indicators				
	2021	2022	2023	2024
<b>WAM Activities/Interventions</b>				
Armoury/Munitions Store Risk Assessments	103	149	205	219
Armoury/Munitions Stores Constructed	35	37	22	14
Armoury/Munitions Stores Refurbished	11	12	40	36
Weapons Marked	4,570	9,589	611	4,482
<b>Destruction of Ammunition &amp; Weapons</b>				
Small Arms Ammunition Destroyed	2,941,558	1,515,586	1,430,089	10,211,438
Small Arms & Light Weapons Destroyed	732	12,473	4,134	27,214
<b>Ammunition &amp; Weapons Training</b>				
WAM Training courses conducted	85	76	92	103

**Weapons and Ammunition Management**  
In 2024, 219 armoury assessments were undertaken, 50 armouries and munitions stores were constructed or refurbished, and 4,482 weapons were marked.



HMA Key Indicators				
	2021	2022	2023	2024
<b>Land Release (m<sup>2</sup>)</b>	<b>85,232,344</b>	<b>79,390,619</b>	<b>86,828,000</b>	<b>87,949,441</b>
Land Cancelled (through Non-Technical Survey)	8,295,266	2,733,335	3,664,088	1,353,733
Land Reduced (through Technical Survey)	10,159,215	6,080,766	6,413,219	4,659,251
Land Cleared	66,777,863	70,576,498	76,750,693	81,936,457
<b>Items Removed/Destroyed</b>	<b>67,796</b>	<b>80,777</b>	<b>58,787</b>	<b>81,050</b>
Landmines (Anti-Personnel)	16,241	18,056	11,654	9,547
Landmines (Anti-Vehicle)	118	515	906	141
Improvised Landmines	1,582	4,822	1,679	463
Cluster Munitions	27,890	24,466	24,190	20,491
Unexploded or Abandoned Ordnance	21,296	32,751	20,058	43,489
All Other Types of Explosive Ordnance	669	167	300	6,919
<b>No. of EORE Sessions</b>	<b>31,083</b>	<b>32,441</b>	<b>30,517</b>	<b>27,296</b>



**MAG**  
saves lives builds futures

# OUR IMPACT IN 2024



## WHAT WE DID

1.4 MILLION  
PEOPLE  
BENEFITED

88 MILLION M<sup>2</sup>  
OF LAND  
MADE SAFE

27,000  
SMALL ARMS  
DESTROYED

81,000 EXPLOSIVE  
ITEMS REMOVED  
OR DESTROYED

50 ARMOURIES  
CONSTRUCTED  
OR IMPROVED

## Our Impact

# The Middle East

2024 saw MAG continue to respond at scale across the Middle East region through established programmes in **Iraq**, **Lebanon** and **Syria**, and a new emergency response in the **Occupied Palestinian Territories**.

These programmes have continued to deliver in a volatile operating environment, adapting and responding to emerging needs in the face of considerable security and access challenges. Continued conflict in Gaza, further escalation in Lebanon in September 2024, and the collapse of the Assad regime in Syria in December 2024 all have immediate and long-term implications for the space in which humanitarian mine action can be conducted.

Through innovation, partnership, and lessons learned from decades of response across the region, MAG will continue to support conflict-affected communities and continue to advocate for the vital role of humanitarian mine action as a prerequisite for other humanitarian and development initiatives.

### Lebanon

2024 was an exceptionally challenging year for Lebanon and for MAG's operations. As conflict escalated, access to South Lebanon and the West Beqaa was cut off for several months due to insecurity, prompting MAG to redeploy its operational capacity to Chouf and Mount Lebanon, where it also temporarily relocated its base from Nabatieh, which was heavily affected by the conflict. When the violence spread more widely across the country, MAG was forced to pause clearance operations for two months.

During this period, MAG focused on delivering EORE (Explosive

Ordnance Risk Education), reaching people at risk, including over one million internally displaced persons who had fled conflict-affected areas.

At the same time, MAG intensively prepared for the post-conflict emergency response, conducting staff training and readying equipment, including mechanical assets, to rapidly address new contamination once access was possible. Despite these significant constraints, MAG teams were able to resume operations later in the year, finding and destroying 6,776 dangerous items, releasing 524,631m<sup>2</sup> of land, and directly benefiting 11,918 people.

In parallel, MAG continued to support the Lebanese Armed Forces through its WAM (Weapons and Ammunition Management) activities. This included conducting PSSM (Physical Security and Stockpile Management) interventions at multiple sites, constructing and rehabilitating explosive storage facilities, and delivering training sessions to strengthen LAF capacity in ammunition management.

### Syria

In 2024, Syria witnessed significant political and military developments, including the fall of the Assad regime in December and the formation of a transitional government, while instability has persisted across the North East where MAG has continued to operate.

A total of 4,080,393 m<sup>2</sup> of land was released, and 2,200 explosive items were destroyed, directly benefitting 88,380 individuals. The Community Liaison (CL) team delivered 4,216 risk education sessions to 41,294 individuals, including IDPs and returnees. In



support of community engagement, 84 new Community Focal Points (CFPs) were selected and trained, and 50 existing CFPs received refresher training.

MAG has also continued to build on its project with the local education authorities, training 20 schoolteachers to integrate EORE into school curriculum. The CL team also surveyed 111 communities, identifying 76 new Hazardous Areas and 169 new EOD (Explosive Ordnance Disposal) spot tasks.

A mechanical workshop was constructed and became fully operational at the MAG base in Ar-Raqqa. Capacity development efforts continued, with seven specialized Mine Action training courses delivered to 101 participants, including MAG national team members and NESMAC staff.

Nine GEDI (Gender, Equality, Diversity, and Inclusion) workshops were provided—eight for MAG and one for NESMAC—and a GEDI Action Plan was developed covering the period 2024–2026. The first National TFM was also

selected during the year. In total, 14 task sites were handed over to local communities and authorities in NES.

### Iraq

In 2024, MAG Iraq continued to make significant progress in clearance and land release. A total of 2,045 explosive items were removed, and 3,468,944 square metres of land were released for community use, including the handover of 12 minefields in Sulaymaniyah and Kirkuk, which directly benefited 2,890 individuals.

In addition, four minefields were handed over in Dohuk, thereby directly benefiting 1,940 individuals. This year, all Hamdaniya tasks assigned to MAG Iraq have been successfully completed as well and since been transferred to the community, with a total of 730 individuals being identified as direct beneficiaries. Finally, in Ninewa, MAG's work benefited 4,693 direct beneficiaries for completed tasks in 2024.

To complement MAG Iraq land release activities, a total of 3,856 EORE sessions were conducted by MAG community liaison team, with a total of 44,242 people being beneficiaries of these sessions. In person EORE activities have continued to be complemented by Digital EORE messaging that has reached more than 19 million people across various social media platforms.

In 2024, MAG Iraq implemented a restructuring programme centred on three key objectives: optimisation of available resources, reinforcement of existing systems and nationalisation of support and operational position. This is a component of MAG's commitment to localisation.

Within the same dynamic, MAG initiated a fruitful collaboration with the national Humanitarian Mine Action NGO, Shareeah Humanitarian Organization (SHO) with a view to conducting further EORE activities in Ninewa.

MAG is also committed to

enhancing national ownership of National Mine Action Authorities in Iraq. In pursuit of this objective, MAG has strengthened its partnership with IKMAA by supporting them in redeploying some of their Mine Action and Community Liaison Teams.

### Occupied Palestinian Territories

Following the onset of the conflict in Gaza on 7 October 2023, MAG initiated an emergency response beginning in February 2024.

As part of this response, MAG developed and disseminated digital risk education messages via social media, reaching a total of 1.1 million people throughout the year.

MAG also partnered with the local NGO Safe Youth Future Society to implement both emergency and interpersonal Explosive Ordnance Risk Education (EORE) across the Gaza Strip. This was achieved through the deployment of 20 EORE teams. A combined total of 142,410 civilians and 123 humanitarian workers were reached with EORE messaging.

Additionally, from May through the end of November, MAG seconded an Explosive Ordnance Disposal (EOD) officer to UNMAS in Gaza. The officer supported Explosive Hazard Assessments and facilitated humanitarian inter-agency convoy missions.



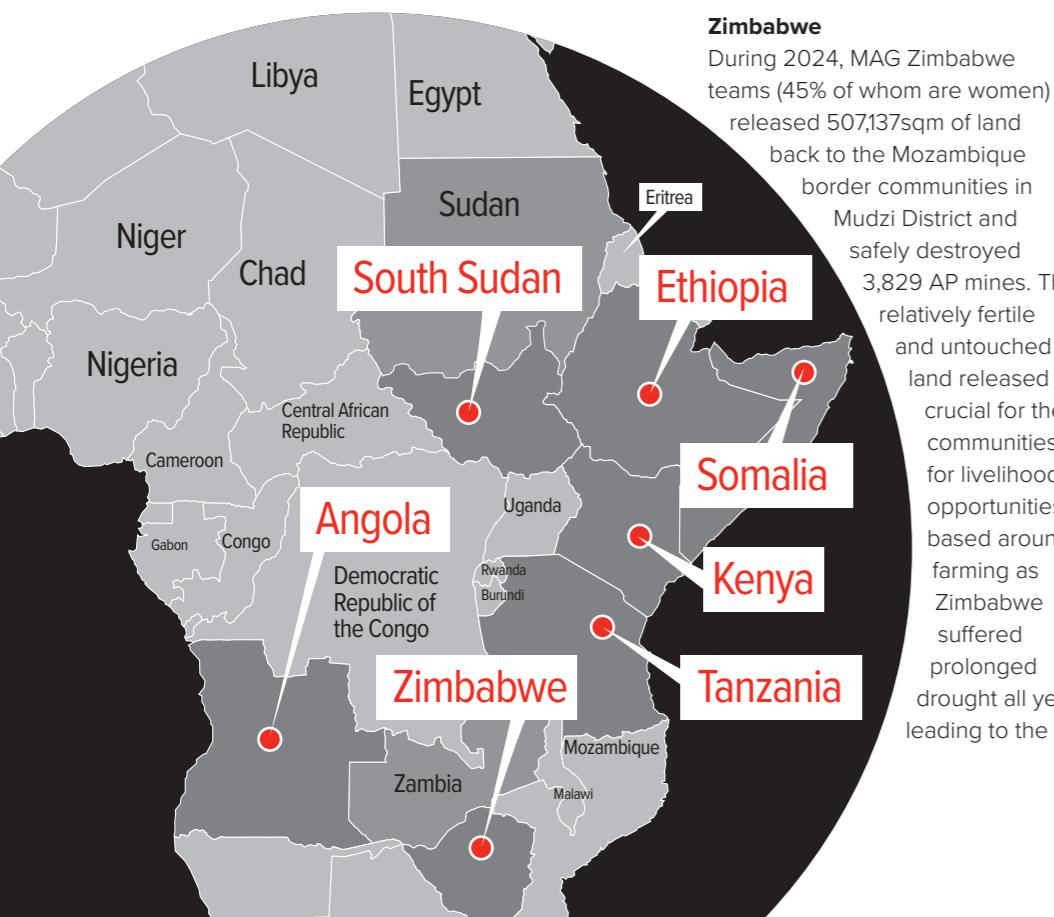
## Our Impact

# East & Southern Africa

The East and Southern Africa region experienced some shifts with the establishment of new programmes and the closure of another, with a complex security background.

Through 2024 MAG was active in establishing prospective programmes and deepening regional relationships. Late in the year, MAG became operational in **Ethiopia, Kenya and Tanzania**, while maintaining strong presence in **Angola, South Sudan and Zimbabwe**.

Registration application has been submitted in **Sudan** and the exploration of collaboration with authorities in **Zambia** commenced. Overall, despite a challenging funding landscape and the closure of the **Somalia** programme, MAG has expanded its HMA and AVR



programming across the portfolio through 2024.

### South Sudan

In 2024, MAG further consolidated its leading role in South Sudan by releasing a total of 1,597,052 sq m of land contaminated with explosive ordnance, the equivalent to 248 soccer pitches. MAG disposed of a total of 955 items of ordnance, 181 from spot tasks and 744 during clearance operations.

Additionally, MAG conducted 2,413 EORE sessions, reaching 35,096 beneficiaries across the most vulnerable communities in South Sudan. MAG also continues to deliver risk education through local partners in northern Uganda to South Sudanese refugees intending to return to South Sudan.

### Zimbabwe

During 2024, MAG Zimbabwe teams (45% of whom are women) released 507,137sqm of land back to the Mozambique border communities in Mudzi District and safely destroyed 3,829 AP mines. The relatively fertile and untouched land released is crucial for the communities for livelihood opportunities based around farming as Zimbabwe suffered prolonged drought all year, leading to the

declaration of a National Disaster in April by the Government of Zimbabwe and half the population (7.5 million) requiring food aid. The community liaison team continued EORE sessions during the year focusing mainly on children in schools bordering the minefields and reached 2,317 beneficiaries with 70% of these children. Funding support continued from FCDO and NMFA which allowed an increase in HMA capacity to a high of 5 MATs. However, by the end of 2024 the demining sector in country noted planned reductions in funding support across operators leading into 2025, which was a factor in Zimbabwe's APMBC Article 5

extension request, to extend the completion deadline to 2030.

### Angola

Throughout 2024 MAG continued to deliver HMA and WAM operations in Angola, working across the eastern part of the country in Moxico, Lunda Sul and Lunda Norte provinces.

With support from the US State Department's PM/WRA, the UK Government's FCDO, and the Japanese Government, MAG deployed five manual teams, seven mechanical, one multi-task team, one rapid response team and two community liaison teams. In 2024, MAG released over 1.7 million sqm of land to the direct benefit of over

50,000 people =. A total of 13,274 items of ordnance were found and destroyed. MAG also reached a total of 29,067 individuals with EORE.

MAG also supported the construction of three new armories for the National Police, destroyed a total of 12,161 weapons and ammunition, trained 27 police personnel in armoury storekeeping, and delivered Small Arms and Light Weapons Risk Education to 1,197 people.

### Kenya and Tanzania

Building on extensive regional experience in the delivery of expert PSSM programming, MAG began a comprehensive project



in Kenya and Tanzania in October to help curb the widespread illicit proliferation of SALW-A across East Africa.

In coordination with the Kenya and Tanzania Small Arms and Light Weapons National Focal Points (SALW-NFP), MAG has established operations in both countries to work alongside and in line with identified needs and priorities of the national police force units in Kenya and Tanzania.

### Ethiopia

In October 2024, MAG established a presence in Ethiopia to respond to the dramatic increase in hazardous contamination in the country as a result of the conflict in northern regions, including Tigray.

MAG signed a Memorandum of Understanding and became full registered and accredited by the Government of Ethiopia and the Ethiopian Mine Action Office (EMAO) by November. Initial activities have included assessment missions to Tigray, establishing relationships at the regional and national level, and providing capacity building support to the EMAO. The commencement of work in Ethiopia is a significant milestone as we seek to continue supporting communities afflicted by conflict in this region.

### Somaliland

In the first half of 2024 in Somaliland, MAG constructed and rehabilitated three armories and installed three weapon cabinets, trained 28 security sector personnel in armoury storekeeping and 61 personnel in weapons safety, supported the Somaliland Police to mark 1,897 weapons, and delivered 71 SALW risk education sessions to 1,442 people, predominantly across internal displacement camps around Hargeisa in Somaliland.

At the end of July, MAG programming in Somaliland unfortunately ended due to the difficult funding environment so no longer has an operational footprint in the Greater Somalia Region.

## Our Impact

# Asia-Pacific

Across the Asia-Pacific region, MAG continued to deliver large scale and efficient mine action programming, whilst continuing to explore opportunities for expansion of weapons and ammunition programming.

A new project team was established in Papua New Guinea by the end of the year; MAG participated in a national SALW control workshop in Nepal in September and engaged with a range of partners throughout the region with a focus on small arms and ammunition control.

This included participation in regional workshops related to the UN Programme of Action on Small Arms and the new Global Framework for Through-life Conventional Ammunition Management. In the region, MAG remains committed to continuing effective delivery of mine action programming at scale as well as broadening the profile of the organisation to include small

arms and ammunition control through both programming and engagement in the relevant policy and advocacy spheres.

We engaged with partners, focusing on small arms

### Sri Lanka

With the improving political and economic situation, MAG was able to release 1,928,567m<sup>2</sup> of land to support livelihood development and return of displaced communities and destroy 1,393 landmines and 2,258 items of explosive ordnance and small arms ammunition.

Other key activities of note included our continued work with the NMAC on the implementation of the new National Mine Action Strategy (NMAS) 2023 –2027, with

a heavy emphasis on staff transition, as pioneered by MAG.

MAG's WAM project in Sri Lanka, which supports the armed forces to better secure and account for their stocks of firearms and small arms and light weapons, continued to progress successfully. In 2024, MAG completed the rehabilitation of one armoury, refurbished a 40-ft container for use as a mobile armoury by the Sri Lankan Army and Police, provided two weapon cabinets, trained 332 personnel in storekeeper and store management training and conducted 82 armoury risk assessments and compliance assessments.

### Vietnam

MAG deployed over 700 staff across two of the most contaminated provinces, Quang Binh and Quang Tri, working closely with local authorities to release 38.2 million m<sup>2</sup> of prioritized contaminated land back to communities for agricultural and community development and remove and destroy a total of 10,670 dangerous items.

MAG also tailored 473 EORE sessions to ensure continuity in reaching the most at risk and expanded digital EORE activities online, with one campaign using social networks and online conference tools, reaching 3,881,924 users and gaining 25,969,922 impressions.

MAG continued to lead the mine action consortium in Quang Binh with Norwegian People's Aid (NPA) and PeaceTree Vietnam (PTVN) as well as be an active participant in the Mine Action Working Group.

### Lao PDR

MAG continued to deploy teams to conduct survey, clearance



and explosive ordnance risk education across Xieng Khouang province in the north of the country and Khammouane province in the central area. MAG teams safely destroyed 15,621 items of explosive ordnance and released 16,990,810m<sup>2</sup> of land back to the community, directly benefiting 121,061 people. Since MAG commenced operations in Laos almost 30 years ago, it has destroyed 345,914 items of explosive ordnance, releasing almost 142.8 million m<sup>2</sup> back to the community for the benefit of 1,125,277 people.

### Cambodia

In 2024 MAG continued to work in both Rattanakiri province in the east and Battambang province in the west, conducting both BAC and landmine clearance as well

as EORE. More than 14 million m<sup>2</sup> of hazardous land was released back to the community and teams destroyed 347 landmines and 3,343 items of explosive ordnance.

In addition, MAG commenced a partnership with Cambodian NGO Mlup Baitong looking at supporting communities to develop sustainable agricultural practices post clearance.

### Myanmar

In 2024 MAG continued to adapt its programming to respond to the dynamic security and humanitarian context post-coup. EORE continued to be delivered both in-person and remotely by both MAG and partner teams – with this flexible approach enabling MAG to expand its reach to the most vulnerable communities.

In addition, the MAG team continued to train other aid workers

on EORE messaging to include integration of key safety and awareness messages in their daily activities with at-risk communities and distribute IEC materials and mitigate the risks landmines and EOs pose to their staff.

### Papua New Guinea

MAG conducted two armoury assessments in PNG in April 2024 following an invitation to do so by the National Police Force.

Following this MAG secured funding to establish a WAM programme in PNG, with programme staff starting to deploy in Q4 of 2024.



## Our Impact

# Sahel & West Africa

Improvised landmine use has become widespread

In 2024, in the Sahel and West Africa, transnational conflicts, weapons and ammunition diversion, and the widespread use of explosive ordnance, including improvised landmines, continued to pose severe threats to regional stability.

These dynamics exacerbate humanitarian crises, fuel insecurity, and hinder socio-economic development, particularly in the broader areas in the Sahel, the Lake Chad Basin, and the coastal countries.

MAG has successfully delivered arms violence reduction (AVR) and HMA activities in the region, addressing these complex challenges, in collaboration with ECOWAS,



national authorities, civil society organisations and defence and security forces as they require multi-dimensional responses that strengthen sustainable national and local efforts. In addition, MAG works with expert partners at the local, regional, and international levels and extends its effort to research and cross-cutting themes such as gender, inclusion, and conflict sensitivity, which are embedded throughout MAG's programming.

### Central Sahel: Mali and Burkina Faso

The threat posed by explosive ordnance (EO) continued to escalate across **Mali** — from the north to the south, and through the central regions. This growing insecurity, compounded by a sensitive diplomatic context, has significantly hampered humanitarian actors' ability to mobilize resources.

Despite these challenges, MAG remains committed to supporting communities affected by armed violence. Through robust community liaison activities and the reinforcement of national capacities, MAG collaborates with local partners to deliver impactful Explosive Ordnance Risk Education (EORE). **Burkina Faso** lies at the epicentre of a region destabilized by violent extremism and armed conflict.

Since the onset of the security crisis in 2016, the use of improvised landmines has become a widespread tactic for territorial control. In 2024, in addition to supporting AVR, MAG strengthened its community liaison work by delivering EORE to affected communities and humanitarian actors. These activities were carried out in close partnership with local NGOs, reinforcing local capacity and engagement.

MAG also deepened its collaboration with the National Commission for Arms Control (CNCA), contributing to the



development of the National Action Plan for Weapons and Ammunition Management, with a particular focus on small arms and light weapons (SALW). As part of this support, MAG assisted CNCA in enhancing national understanding of the Anti-Personnel Mine Ban Treaty and fulfilling its key obligations. MAG also facilitated the sharing of best practices and experiences with other IED-affected states, promoting greater cooperation and alignment with international norms.

In parallel, MAG has been actively supporting the Burkina Faso Armed Forces through its WAM initiatives. These efforts encompass conducting PSSM interventions,

constructing and rehabilitating explosive storage facilities, and delivering training sessions aimed at enhancing capacities in weapons and ammunition management.

### Chad

EORE activities were resumed in 2024, with some 19,000 people made aware of the risks associated with explosive ordnance in three of the country's provinces. These activities have also enabled 24 community focal points, 25 local authority representatives and 33 humanitarian staff to be trained in the dangers of explosive ordnances. Battle Area Clearance operations were also launched,

enabling 140,000m<sup>2</sup> to be cleared. MAG was commissioned by the **Chad** government to support the emergency response to an unplanned explosion at munition site (UEMS) that happened in N'Djamena. MAG with its national partners safely collected, transported hundred tonnes of unstable ammunition to 75 km from the capital for destruction, resulted in the disposal of 154 tonnes of ammunition.

At the same time, MAG has continued to support the government of Chad in the management of weapons and

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ammunition activities have focused on improving armories in the country, weapons marking as well as organising training sessions to build the capacity of Chad's defence and security forces in weapons and ammunition management.

**Gulf of Guinea: Benin, Côte d'Ivoire, Ghana, Nigeria and Togo**

In 2024, coastal countries, especially in their northern borders, faced heightened security challenges as violence spilled over from the Sahel. The increased use of IEDs by non-state armed groups along with the widespread proliferation of SALW significantly escalated risks for security and defence forces and civilians, leading to displacement among vulnerable populations, and deepened humanitarian needs.

In response to these complex cross-border dynamics, MAG laid the groundwork for its global AVR strategy. The initiative integrates all pillars of AVR, working with state institutions, security and defence forces, and communities.

In 2024, MAG conducted an AVR mapping and context analysis in the Gulf of Guinea countries, drawing out ongoing initiatives and highlighting ways for MAG to complement national capacity building efforts and community-driven activities.

In **Nigeria**, MAG and implementing partner Jireh Doo Foundation (JDF) delivered 1,081 SALW Risk Education (RE) sessions to 18,961 beneficiaries in the state of Benue. Activities effectively reached vulnerable audiences, particularly women and children. To amplify awareness efforts and ensure widespread reach and engagement, MAG and JDF also produced a radio campaign.

To address the regional challenge of SALW proliferation and frequent seizures of weapons and explosive materials, MAG developed specialized training courses and



piloted them in **Benin** and **Côte d'Ivoire**. The training, aligned with ECOWAS standards, aims to reinforce regional collaboration and harmonisation of practices.

MAG also provided containerised armories to national authorities to safely store seized weapons in Côte d'Ivoire and **Togo**.

MAG also supported data management and recordkeeping efforts. In partnership with the Centre for Armed Violence Reduction (CAVR), MAG initiated the deployment of the Arms Tracker software in Benin, and supported marking efforts of over 4,200 weapons in northern Benin.

With the increase in contamination arising from improvised landmines in the Gulf of Guinea, MAG has also started to support states in meeting their obligations to the APMBC. At the end of 2024, MAG organised a subregional workshop gathering authorities from Benin, Côte d'Ivoire

and Togo to raise awareness and outline treaty requirements.

In parallel, MAG continued to implement key WAM activities to reduce the risk of diversion and illicit proliferation; improving the physical security of armories and delivering related training to security and defence personnel in Benin, Côte d'Ivoire, Nigeria and Togo.

MAG jointly with the national authorities, destroyed over 1,000 obsolete weapons in Côte d'Ivoire, and safely destroyed 34,000 obsolete detonators and 55 U.S. tons of unstable ammunition in Benin and 11 tons in **Ghana**, preventing unplanned explosion at munitions sites and devastating consequences to surrounding communities.

To sustain capacity building efforts, MAG also delivered training to security and defence forces in Benin to independently implement WAM activities in priority areas.

The trained team subsequently conducted technical risk assessments of storage facilities.

Finally, MAG continued to deliver life-saving messages to vulnerable communities in Northeast of Nigeria, especially after the devastating floods in late 2024. MAG also developed a project with the local education authorities to train schoolteachers to integrate EORE into school curriculum. School teachers were trained and children benefited from training.

**Western West Africa: Senegal, Mauritania and Guinea Bissau**

In 2024, MAG **Senegal** continued to contribute to national efforts toward achieving a mine-free Senegal by 2026 through the implementation of EORE, Non-Technical Survey (NTS), and capacity-building support to the National Mine Action Centre (CNAMS). In Casamance, 71 EORE sessions were conducted, reaching 1,276 individuals, and were

reinforced by radio messaging campaigns that reached over 250,000 listeners.

In parallel, MAG continued to develop WAM activities in coordination with the Senegalese Armed Forces (SAF), including PSSM activities through training to SAF personnel and the rehabilitation of storage infrastructure in the border area with Mali as well as the construction of a national ammunition depot in Thiès, scheduled for handover in early 2025.

A new partnership was also established with the National Commission on Small Arms and Light Weapons to initiate weapons marking and destruction operations across all security forces, planned for implementation in 2025. Additionally, the year was marked by significant progress in building national capacity in EOD through training programmes

Community liaison activities in

**Mauritania** started with mixed NMAC teams and MAG CL teams who were deployed on the field to conduct Non-Technical Survey and EORE sessions in the Nouadibou region (North Mauritania). A total of 157 EORE sessions were conducted, reaching 2,639 individuals. Capacity-building support to the NMAC (PNDHD) was also provided.

In parallel, MAG continued to develop WAM activities in coordination with the Mauritanian Armed Forces (SAF), including the destruction of obsolete and unstable ammunition and the delivery of training. Construction of the national ammunition depot in Atar also progressed. Additionally, MAG conducted technical assessments and rehabilitation of weapons storage facilities in the southeastern region bordering Mali, where growing insecurity linked to regional displacement highlights the importance of robust arms and ammunition management.

MAG's partner in **Guinea Bissau** was able to initiate non-technical survey and deliver 543 EORE sessions, reaching 11,854 individuals. These efforts were complemented by national radio and digital campaigns, which expanded the reach of risk education messaging to over 600,000 people across the country.

MAG also continued clearance operations initiated in 2023, implemented by HUMAID under MAG's technical oversight. These operations resulted in the clearance of over 59,000 m<sup>2</sup> of contaminated land and the safe removal and destruction of anti-personnel mines and unexploded ordnance, enabling the safe return and use of land by local communities.

Unfortunately, despite significant progress and continued advocacy, funding limitations led to the suspension of clearance and technical survey operations in August 2024, with the official closure of the MAG programme in Guinea Bissau taking place in January 2025.

## Our Impact

# Latin America & the Caribbean

The portfolio expanded during the business year, having initially comprised of **Peru, Ecuador, Paraguay** and the Caribbean, in 2024 funding was secured to start up a project in **El Salvador** with scope to also conduct assessments in **Honduras** and **Guatemala**.

Additionally, within the Caribbean programme further assessments were conducted in **St. Vincent & the Grenadines, Dominica, Anguilla** and **Barbados**. Further to this, two WAM assessments were also undertaken in **Costa Rica** and **Uruguay** at the invitation of both states, a dialogue continued with the authorities in **Colombia** and in-country meetings were held in **Mexico** specifically focussed on the development of an MoU between MAG and SEDENA (Mexican army and air force) to agree areas of planned technical cooperation and the mobilisation of resources. We also brought in a cross-cutting regional role in the form of a Standards and Training Manager for LAC to support the growing volume of



work in the region and support the maintenance of consistency across our technical interventions.

In Ecuador, during a year in which critical national elections were conducted with security considerations and the impact of organised criminal gangs being high on the agenda, MAG continued to consolidate and expand our range of operational partnerships. Operationally, the programme continued to deliver significant outputs, with upgrades of 18 armories and munition storehouses and a further 33 assessments conducted. Our commitment to capacity building continued, with 130 Military and police personnel receiving PSSM training in 2024. Additionally, some 5,500 firearms were

also destroyed as a result of the programme's efforts in 2024. During 2024 Peru continued to be subject to complex and challenging internal security conditions, including the President declaring a 60-day state of emergency in 12 districts of the capital Lima in September, such was the threat posed by criminal gangs. Despite the difficulties of working within this environment MAG has managed to maintain activities with our range of state partners including the army, navy, air force and DIRANDRO, the anti-drug directorate of the national police. The Peru team also drew on cross-regional support from other programmes in order to meet the operational demand from partners, delivering training courses to nearly a hundred participants, destroying almost 4.5 million items of SAA, over



supported our partners on the ground in the destruction of nearly 90,000 items of SAA, and more than 5,000 SALW as well as the disposal of more than 50 metric tonnes of explosives and non-SAA ammunition. Five modules of PSSM trainings have been conducted.

Much planning has also been undertaken as regards the much-needed upgrades and refurbishments of weapons and munition storage facilities across two operational sites.

2024 also saw the opening of a new project in El Salvador providing weapons marking technology and training as well as digital weapons inventory services via our partners Centre for Armed Violence Research (CAVR).

The funding was secured via a competitive process launched by the US State Department and also includes provision for outreach and assessments in both Honduras and Guatemala to look at the needs / feasibility of expanding the work to those countries as well.

This comes at a time when the newly developed Central American Firearms Roadmap, led by OAS, has come into force, enabling MAG to be a part of this regional process. MAG has already become a formal implementing partner within the Caribbean roadmap equivalent.



105 metric tonnes of ammunition and nearly 1,500 SALW.

In 2024 we built on our previous work in the Caribbean that looked at various armories and ammunition stores in **Jamaica, Suriname, Belize, Bahamas, Guyana, St. Lucia** and **Trinidad & Tobago**, adding to this, assessments in Barbados, Dominica, St Vincent & the Grenadines and additional islands within The Bahamas.

Planning is also well advanced to launch armoury and explosive storehouse refurbishment operations in 2025 starting with Barbados, Belize, Jamaica, Suriname and Trinidad & Tobago.

In 2024 MAG formally signed our MoU in Paraguay with DIGEMABEL (Directorate for War Materials, a separate institution within the Paraguayan Armed Forces tasked with the management and stock-keeping of weaponry, ammunitions and explosives). Since then the programme team have

destroyed approximately 3 million rounds of ammunition, 6,000+ pyrotechnic items and 4+ tonnes of explosives in Trinidad & Tobago, 2,000+ weapons from across

## Our Impact

# Eastern Europe

The 2024 business year was a significant one for Eastern Europe portfolio and marked its first full year as a stand-alone portfolio with a dedicated Regional Director and support team.

In 2024, MAG's programmes across Eastern Europe released 6,042,147m<sup>2</sup> of land, removed 808 landmines and EO for the direct benefit of 4,619 people, and delivered 4,463 risk education sessions to 41,006 people. The region also developed its first regional strategy, covering the period 2025-28, including aims for a potential expansion into Central Asia and wider WAM work in the region.

**The political and security situation is unstable**

In **Bosnia-Herzegovina** (BiH) the programme released 2,538,030 sqm of land, finding 621 items of EO for the benefit of 3944 people (1,457 women, 657 girls, 695 boys, 1524 men), and achieved over 1,345,314 reaches via social media through DEORE campaigns.

In support of reconciliation efforts, the programme continued to work within the Federation, Republika Srpska and Brcko District. The political and security situation remained unstable with knock-on effects from the Ukraine conflict.



MAG maintained the same level of clearance capacity and community liaison teams throughout 2024, whilst also seeking to diversify their funding portfolio, however the conflict in Ukraine and Gaza amongst other international crises have led to an overall reduction of funding being directed towards BiH.

Towards the end of the year, reduced funding forecasts for 2025 meant a reduction in operational capacity was expected. Therefore, the programme is likely to reduce its operational capacity in 2025 unless

additional funding is secured.

The year 2024 was a busy one for the **Azerbaijan** programme. With funding from PM/WRA and the EU via UNDP, MAG continued to focus on building the operational and support capacity of a partner national NGO and working collectively to clear land contaminated by landmines and other explosive ordnance. MAG also secured funding from additional European donors.

Working in partnership with national organisation IEPF and international partner APOPO, MAG programme deployed four MTTs and released 3,326,048 sqm of land, finding 187 items of mines

and EO for the direct benefit of 247 people.

In 2024, there was a significant expansion of the **Ukraine** programme, with additional funding secured from governments and foundations.

Notable milestones in 2024 include the start of clearance operations in Mykolaiv, the establishment of a second operational base in Kharkiv and commencement of EORE in the region, introduction and accreditation of the Technical Survey Dog methodology in partnership with APOPO, and achievement of mechanical clearance certification.

MAG has put particular emphasis on inclusive employment practices in Ukraine to ensure a gender-balanced workforce, with women

accounting for 45% of national staff by the end of the year.

In 2024, MAG cleared 178,069 sqm of land for the direct benefit of 428 people (148 women, 34 girls, 58 boys, 188 men), delivered 4,463 EORE sessions to 41,006 individuals (7,140 women, 15,185 girls, 15,117 boys, 3,654 men), and achieved over 30 million reaches via social media through DEORE campaigns (43% of the 70M achieved by MAG globally in 2024).

MAG also continued to develop a formal capacity building relationship with local partner Ukrainian Deminers Association (UDA) with whom MAG has worked since 2022.

## Our Impact

# Championing Change

We are guided by our mission to save lives and build safe futures for people affected by violence, conflict and insecurity. Over the course of 2024, we have continued to draw on our first-hand experience in countries affected by conflict, to raise awareness of mine action and weapons and ammunition management, to inform international law and expert conversations, and pursue change in support of our work to save lives.

2024 was a year for key international policy discussions in the humanitarian disarmament field, to which MAG contributed substantially as a leading civil society actor and expert operator. The Fifth Review Conference of the Anti-Personnel Mine Ban Convention (APMBC) was held

in late November, hosted by Cambodia, as President, in Siem Reap. Throughout the substantive programme of work leading up to the conference, MAG successfully advocated for actions on sustainable

national capacities and the establishment of a multi-donor trust fund in support of completion, as well as inclusion of references to human rights, in the resulting Siem Reap-Angkor Action Plan.

Three key thematic papers were published and strong relationships cemented with the 2025 and 2026 Presidencies, Japan and Zambia. In both the APMBC forum and the Convention on Cluster Munitions (CCM), MAG worked closely with civil society partners and like-minded states on the protection of humanitarian disarmament norms in the wake of Lithuania's withdrawal from the CCM and threats to the APMBC in Eastern Europe. In

support of this theme, MAG's policy team published a key paper in International Review of the Red Cross on humanitarian principles and humanitarian disarmament.

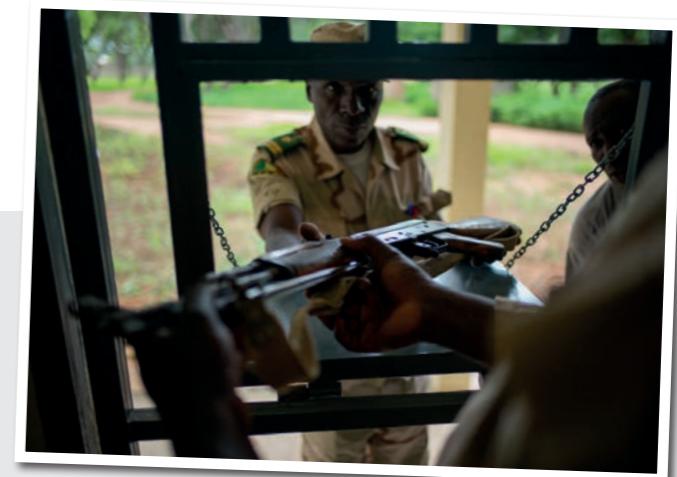
Another key Review Conference, on the UN Programme of Action on Small Arms and Light Weapons, also took place during the year, with MAG publishing a working paper on climate and the environment in support of discussions. As a result, this policy theme received significant attention during discussions, leading to the environment being referenced in the outcome document for the first time since the framework was adopted in 2001. Throughout 2024, the global rollout of the Global Framework for Through-Life Conventional Ammunition Management was supported by MAG across all regions, providing expert support to UNODA's regional engagement in Latin America and the Caribbean, Asia-Pacific, East and West Africa, and the Western Balkans.

This was a landmark year for MAG in Europe, with permanent staff joining our registered entity in Belgium for the first time, beginning to build our profile and influence, including through membership of the European Peacebuilding Liaison Office (EPLO). The Brussels-based team began the critical work of stepping up strategic engagement to strengthen awareness in the institutions European Union and its Member States of MAG's work and its contribution to protecting civilians and mitigating the impact of conflict and armed violence. In the UK, following the election of the new Labour Government, MAG hosted a high-level delegation including David Lammy, the Secretary of State for Foreign



and Commonwealth Affairs, in our Laos programme. Mine action also received significant profile at the Labour Party Conference as a result of an evening event whose speakers included the then-Secretary of State for International Development, Anneliese Dodds, and the Under-Secretary of State for the Middle East, Afghanistan and Pakistan, Hamish Falconer, and our MAG colleague who spoke powerfully on her lived experience of conflict and the humanitarian impact of MAG's work.

In the US, working through our sister organisation MAG US, we continued direct engagement with Congress to raise awareness of our work. This includes supporting the bipartisan Congressional UXO/Demining Caucus, which regularly hosts briefings on various regions, countries, and cross-cutting issues in the sector. Our advocacy work in the US significantly expanded in the early part of 2025 as we sought to respond to the policy changes announced by the new US administration.



## Working in Partnership

Partnerships and coalition memberships continued to play a critical role in MAG's policy engagement, advocacy, and operational delivery in 2024.

In a context of weakening international norms, these collaborations have been essential to amplifying MAG's voice on key issues. MAG remained an active member of networks including Bond, the International Campaign to Ban Landmines and Cluster Munition Coalition, the International Network on Explosive Weapons, and the Advisory Board of the Mine Action Review.

MAG also pleased to join the European Peacebuilding Liaison Office (EPLO), a network of over 50 organisations working to address the root causes of conflict and promote sustainable peace.

MAG deepened its collaboration with International Alert, enhancing our capacity to integrate conflict and gender sensitivity into our work through peer support, trainings and workshops across Eastern Europe, Africa, the Middle East, Asia and Latin America.

In the Sahel and West Africa, our regional partnership with the Small Arms Survey advanced research and policy engagement, supporting the development, implementation, and monitoring of National Action Plans on small arms control.

Across Latin America, Africa, and the Asia-Pacific, MAG

continued its work with CAVR, supporting national authorities in strengthening weapons record-keeping through database systems.

In partnership with UNIDIR, MAG contributed to Weapons and Ammunition Management baseline assessments in Latin America, West Africa and Asia and supported the publication of WAM Insights.

MAG also strengthened its collaboration with UNODA and its regional offices, with new joint initiatives in the Asia-Pacific and Latin America.

In Ukraine, Apopo and MAG worked together deploying Technical Survey dogs to support land release efficiency.

A partnership agreement was signed with CESVI in 2024 to support the inclusion of risk education sessions in CESVI's broader response.

Throughout 2024, MAG expanded and reinforced partnerships with local and national organisations in Ukraine, Gaza, Azerbaijan, Syria, Myanmar, Iraq, South Sudan, Cambodia and across West Africa. These partnerships are critical to building sustainable, locally led capacities to respond to complex crises and enhance community resilience.

Finally, in October 2024, MAG filled the position of Global Partnerships Advisor, following a 10-month gap—reaffirming our commitment to strategic, long-term partnership development.

## Our Impact

# Public Engagement

Connecting with our supporters and the wider public is key to raising awareness of the challenges faced by communities living with the legacy of conflict. Together, we help keep these issues in the public eye and harness the power of collective support to drive meaningful change and lasting impact.

### Fundraising

We are deeply grateful for the generous support we receive from the public. Our fundraising efforts are varied and designed to build lasting relationships and meaningful connections with our donors—guided at all times by our Supporter Promise and MAG's values.

People choose to support MAG in many ways, including one-off donations, regular monthly gifts, event sponsorship, and leaving a legacy. Our fundraising activities span public campaigns and appeals, challenge events, and community fundraising, alongside the vital support of our major donors, trusts, foundations, and corporate partners.

MAG is committed to maintaining the highest standards in all its fundraising activities. We are registered with the Fundraising Regulator and members of the Chartered Institute of Fundraising. Our team regularly takes part in training and professional development to ensure our approach remains ethical, effective, and aligned with best practice and the Code of Fundraising Practice.

In 2024, MAG received two complaints related to fundraising, down from four in 2023. One complaint concerned a fundraising advertisement, while the other related to door-to-door fundraising, which was subsequently found—following investigation—not to be connected to MAG. All complaints

were handled in accordance with established procedures.

We recognise the importance of engaging with care and sensitivity, particularly when fundraisers interact with individuals who may be in vulnerable circumstances. MAG is committed to following the guidance set out by the Chartered Institute of Fundraising.

In 2023, MAG launched a new five-year Fundraising Strategy aimed at driving growth across all income streams. The strategy was approved by the Board of Trustees, with a commitment to significant investment to expand our fundraising team and scale up activity.

Now in 2024, we have completed the first year of the strategy's implementation. As part of this, the Fundraising Committee became operational in early 2024 and comprises three members of the MAG Board and two co-opted members from the MAG US Board. Its purpose is to provide oversight and assurance that the strategy remains on track, that investment is being used effectively, and that the necessary policies and compliance frameworks are in place.

### Fundraising Highlights

MAG's impact is made possible by the generosity of our supporters. From individuals who give regularly, to those who have left a gift in their will, and the many who responded to our emergency appeals—we are deeply grateful.

Every act of support helps us save lives and build safer futures, and we extend our heartfelt thanks to each and every person who stands with us.

We continued our work with Ambassador Rosamund Pike, who we thank for sharing our vision of



a world where everyone can live free from the fear and danger of landmines and unexploded bombs. Rosamund's time and voice help amplify our campaigns, and we were delighted to work with her again on a BBC Radio 4 appeal that broadcast in March 2025.

In response to the devastating crisis in Gaza, MAG launched an emergency appeal to fund urgent, lifesaving risk education—helping people recognise and avoid the threat of unexploded bombs as

they searched for safety. Over the Christmas period, our supporters responded with extraordinary generosity, also extending their support to conflict-affected communities across the wider region. This included vital funding for our work in Lebanon, where large numbers of displaced people continue to face daily danger.

In April 2024, 43 people who work across the UK Wholesale, Convenience and route to market sector came together to take part

in a cycle challenge through central Vietnam. This was the ninth time this group of fundraisers had come together to take on a challenge for MAG—with the challenges started in 2025—and so far they have raised an incredible £1.3million in cumulative donations in the process. Following the success of this ride, the team also decided to take on their 10th anniversary cycle challenge in 2025 in Tanzania.

We would also like to highlight the important contribution made

by our philanthropic donors—Trusts, Foundations, individuals and corporate partners—whose generosity has made a significant contribution to MAG's mission. Their contributions, both restricted and unrestricted in nature, have played a vital role in helping us deliver on our mission and expand the reach of our programmes. In 2024 we raised £697,000 in unrestricted income. Of this, we are very grateful to have received a number of legacies totalling £57,000.



## How did we do in 2024?

# Our Progress Against Our Aims

Over the last 12 months, progress has been as follows against areas of strategic organisational importance and organisational importance

that were set out in our last annual report.

In addition to being the first year of implementing our new Strategic

Framework, examples of progress against organisational deliverables achieved during 2024 include:

## 2 Aims

### Increase our Impact

- By the end of 2024 we had released more than 87.9m<sup>2</sup> of land (compared to 86.8m<sup>2</sup> in 2023), reached over 70m people with life-saving messages, helped 1,404,666 total beneficiaries – direct and indirect (compared to 1,486,323 total beneficiaries in 2023), and destroyed more than 9.5m rounds of ammunition and 27k small arms (compared to more than 1.4m rounds of ammunition and 6k small arms in 2023).

### Extend our Influence

- MAG participated in and published key policy papers in support of the Fifth Review Conference of the Anti-Personnel Mine Ban Convention (APMBC) and the Review Conference of the UN Programme of Action on Small Arms and Light Weapons.
- Strong relationships were cemented with the 2025 and 2026 APMBC Presidencies, Japan and Zambia. In both the APMBC forum and the Convention on Cluster Munitions (CCM), MAG worked closely with civil society partners and like-minded states on the protection of humanitarian disarmament norms in the wake of Lithuania's withdrawal from the CCM and threats to the APMBC in Eastern Europe.

## 3 Priorities

### Our People and Culture

- We worked on a range of initiatives designed to support inclusion, including supporting the global procurement process for uniforms and PPE to include a female perspective, as well as work on ensuring appropriate access to menstrual hygiene products for female staff in our programmes. We also produced the annual Gender Pay Equity Gap report, using a new methodology designed to provide greater transparency and analysis of the Gender Pay Gap organisationally.

### Funding our Ambition

- Despite being unable to reach the income figures outlined in the fundraising strategy, largely due to resource challenges preventing some planned activity from starting, our year-end appeals to supporters performed at record breaking levels. In the US, the appeal generated over £50,000 in donations which were matched by a long-term Foundation, meaning we raised over £100,000; enough to support a Cambodian team for 7 months. In the UK, the focus was on OPT/Lebanon and raised close to £30,000.

### Strengthening our Systems

- Following discussion at the Board's Audit, Finance and Risk Committee, our Board approved a transformation in our approach to our external, third-line, assurance arrangements. As part of strengthening our evolving assurance framework, our Board agreed to align the framework with and draw on information from our Monthly Management Reports (MMR) to inform recommendations of periodic thematic independent external reviews delivered by a range of specialist external agencies and BDO. The Board's decision ended the previous arrangement where BDO were outsourced to provide MAG with an internal audit function.

## 2 Commitments

### Principled Decision-making

- Following the United States' decision in late November 2024 to transfer landmines to Ukraine, we published a public statement highlighting the fundamental norms of the Treaty and the potential impact of the decision, whilst also acknowledging the challenges faced in the Ukrainian conflict.

### Environmental Responsibility

- We became a signatory to the Climate and Environment Charter for humanitarian organisations, while our Vietnam and Laos programmes participated in our carbon accounting pilot using the Humanitarian Carbon Calculator and programme scope 1,2 and 3 data from 2023. Lessons learnt and identified challenges from that pilot will inform a wider roll out during 2025.

## People & Accountability

# The MAG Community: Our Employees

MAG's work relies on the commitment and hard work of its global workforce: a diverse, highly skilled and exceptionally motivated team of about 5,800 people.

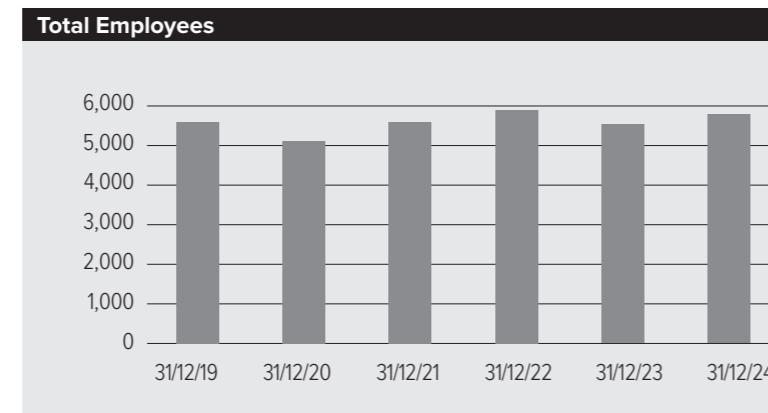
On 31 December 2024, MAG employed 5,809 staff globally, 5,521 of whom (95 per cent) were nationals from the countries our programmes are based in, who are contracted on terms and conditions in line with local legislative requirements and customs.

Consequently, MAG currently complies with around 27 different labour codes worldwide, all co-ordinated by MAG UK.

MAG employed 161 expert 'programme international' staff as at 31 December 2024, who are deployed to our country programmes to provide technical and management oversight to operations and activities.

A total of 127 staff were employed to support MAG's central office in the UK, or as 'roving' or 'remote' specialists, the majority of whom provide direct support to their in-country counterparts. This includes our Programme Quality Team, a group of senior specialists who provide roving and global specialist support between MAG's programmes.

In February 2024, MAG saw the TUPE out of nine employees of the Global Interagency Security Forum



(GISF), an independent, NGO-led peer support network that provides a platform for global security focal points to share experience, knowledge, and learning, as they undertook to become a separate entity following an agreement to end a formal partnership agreement for MAG to become their 'host' organisation made in 2020.

Per the above chart, which shows the total number of employees MAG had globally in the last five years, since 31 December 2021 MAG's total staff numbers have remained relatively stable, with a high of 5,941 in December 2022, and a low of 5,586 in December 2023.

### Redundancies

MAG works in dynamic contexts, so change is inevitable, whether strategically planned or unexpected. For example, during 2024, MAG

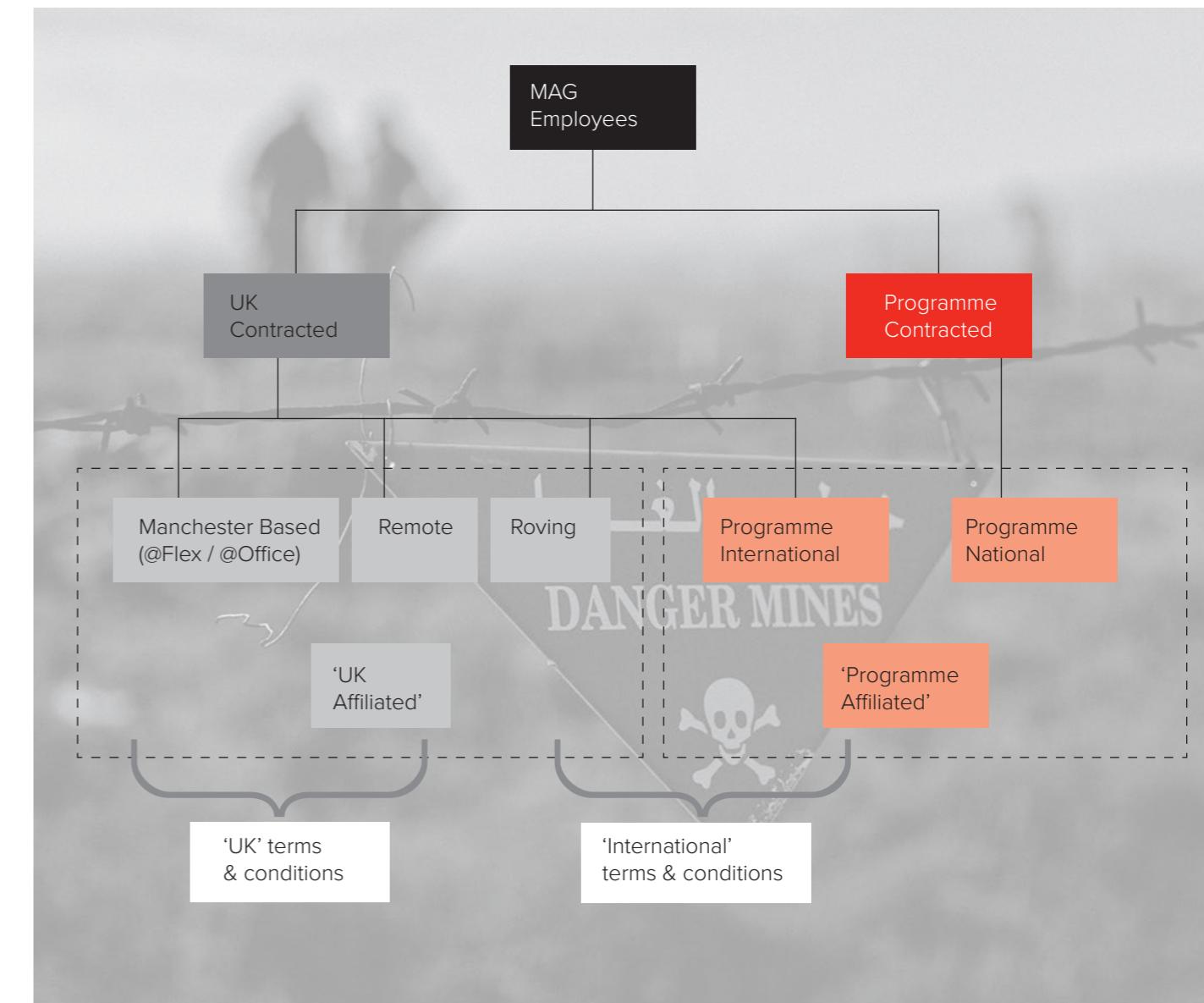
established new programmes in the Caribbean and in Paraguay but we also saw the end of our operations in Niger and Somalia. Change processes and procedures are in place to ensure the organisation responds appropriately, manages any associated risks and supports staff through times of uncertainty.

Where change leads to redundancies, these are managed in line with UK best practice and the applicable local legal framework. MAG also seeks to minimise the use of non-statutory severance payments wherever possible. In the course of 2024 the payments in the table below excluding payments for untaken accrued annual leave or payment in lieu of notice, were made to exiting UK contracted staff.

In total, six of our Programme International staff were made redundant. Two of these were due

Locations of Staff	
Category	Percentage
Prog. National	95.04%
Prog. International	2.77%
UK Affiliated	2.19%

Severance Payments 2024		
Contract Type	Statutory Payments	Non-statutory Payments
UK Affiliated	N/A	N/A
Programme International	£21,638.50	N/A



to the closure of our operations in Somalia, and two were due to a reduction in UK contracted roles in our Iraq programme, moving roles to be engaged on local contracts following the successful capacity building of Iraqi nationals into management roles. The final two were due to restructures in our West Africa portfolio, due to changes in funding levels. MAG will always seek to redeploy staff where possible, and redundancy is the last resort.

For locally contracted programme national staff, where redundancy payments are required due to a reduction in funding for a programme or other appropriate

reasons, payments are calculated and made in line with the local legal requirements present in the country of operation.

### Employee Relations

In addition to the safeguarding cases highlighted on Page 43, our UK-based HR team also supported a number of other employee relations issues. Providing support to investigations and disciplinary proceedings, for both safeguarding and other general employee relations cases, is a core responsibility of the UK HR team.

In 2024 the team supported 10 investigations into employee relations issues, above and in

addition to safeguarding-related cases, reported separately. These were cases related to either our UK contracted employees, or locally contracted employees which were deemed serious enough to warrant UK HR team support. Additional, less complex cases are managed locally by in-programme HR teams. Of the ten cases, four led to dismissal and six to action short of dismissal (e.g., a Formal Warning).

Of the four dismissals, three were for locally contracted staff, in Angola, Laos and Vietnam. One was for a UK contracted programme international staff member.

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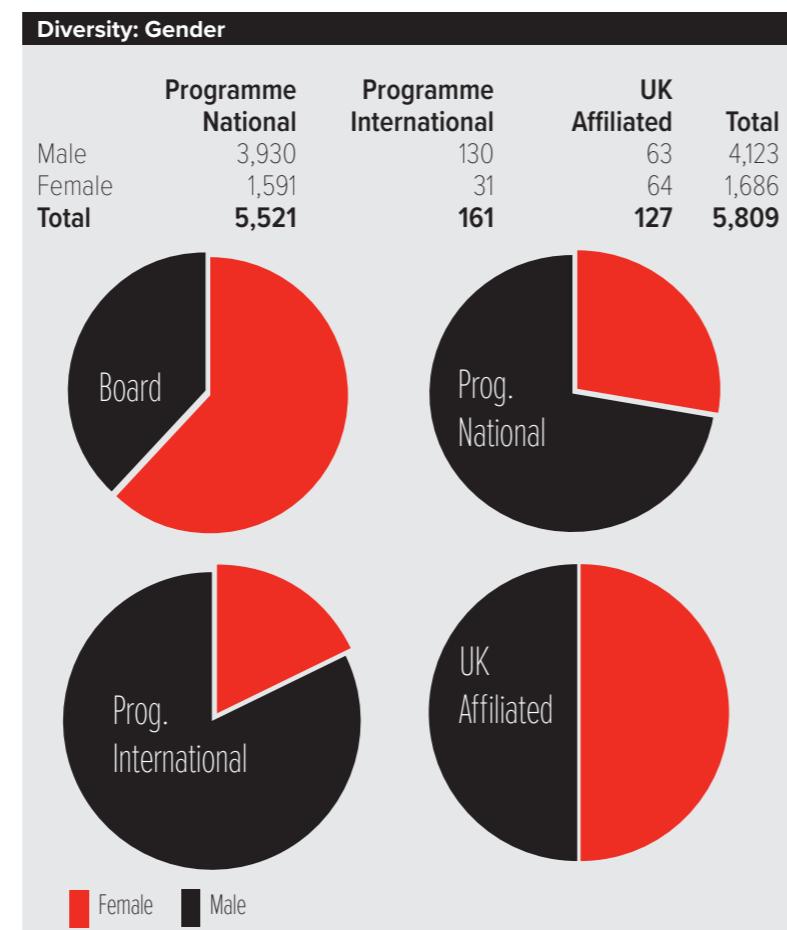
Given 95% of our staff are locally contracted programme staff, the majority of cases are related to this contract type, and therefore are dealt with under the employment law of the country of work, increasing the complexity.

The UK HR team also supports managers with regard to performance management. Performance management issues are dealt with informally wherever possible, aiming to provide support to an individual who is underperforming. However, where necessary and appropriate, formal performance management processes are instigated. In addition to the above employee relations support provided, the UK HR team supported a number of formal and informal performance and capability concerns, including, in 2024, two failures of probation for UK-contracted employees.

### Diversity and the Gender Pay Gap

MAG is a diverse organisation. On 31 December 2024 our UK contracted workforce originated from 62 different countries. In addition to this, MAG employed individuals as locally contracted programme staff in around 27 countries. With the majority of our UK Affiliated employees being linked to our UK office, the majority are British. However, for our programme international employees, a much broader and diverse spectrum of nationalities is represented.

People are drawn to work for us from a diverse range of backgrounds and we rely on this combination of skills, experience and perspectives to deliver our work. Relevant and appropriate policies are in place, which ensure that decisions around recruitment, career progression, training opportunities and terms and conditions are made based on merit. This includes for example our Equal Opportunities Policy, Dignity



Area	Gender Pay Gap
UK Affiliated	17%
Programme Int.	24%

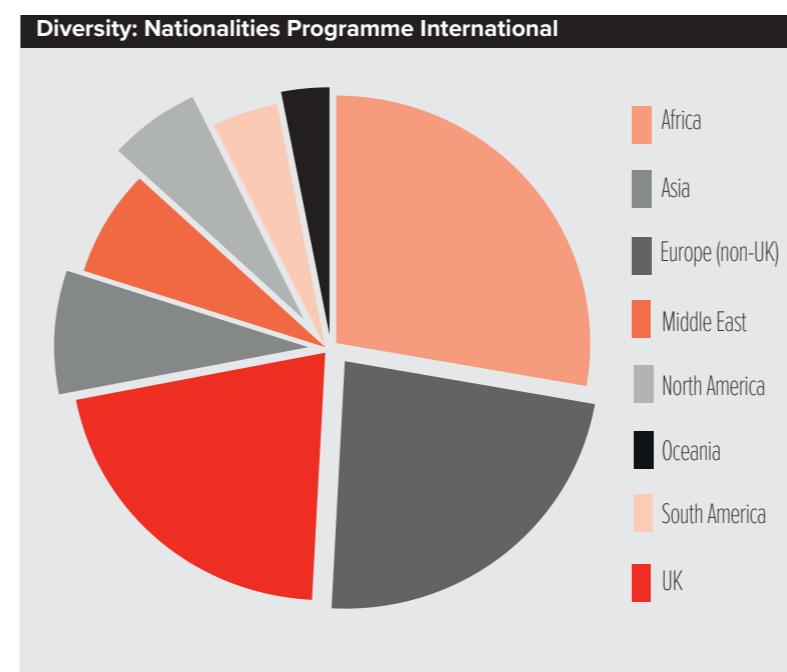
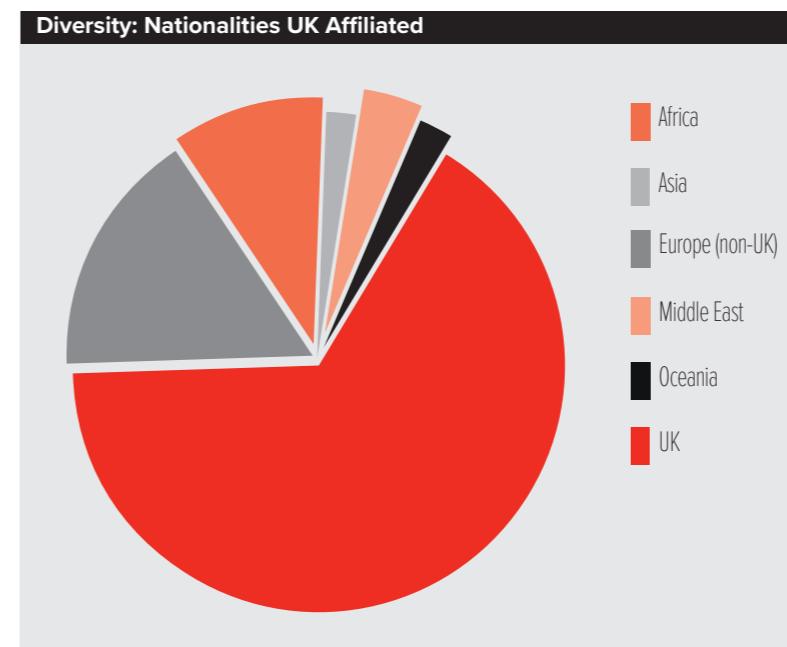
at Work Policy, Reward Framework and Recruitment Policy.

Gender diversity remains an area of importance for MAG. Though our UK Affiliated staff are 53% female, our programme international and programme national staff do not demonstrate such gender balance. This is primarily due to a majority of our technical staff being male, but MAG has continued to proactively seek to recruit and train female deminers as part of a long-term and developing strategy to address gender imbalance.

Due to the number of UK citizens employed by MAG, we are not required to publish our gender pay

Area	Gender Pay Gap
Programme Int. Non Tech.	10%
Programme Int. Tech./Mech.	0.3%

gap in line with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. However, MAG monitors this factor and reports on it to our Board of Trustees. At the end of 2024, for our UK contracted employees, the Gender Pay Gap was as shown in the table above left. UK Affiliated data is skewed by the inclusion of five members of our Programme Quality Team, all male, who are on our technical salary scale, which is based on a different set of specialist benchmarking information. All other staff who are 'UK Affiliated' are on our UK salary scale. However, removing these five still leaves a gender pay gap of



12.8%, indicating other underlying issues to be addressed – though we have a high percentage of women (53%) these tend to be in lower paid roles.

For our Programme international roles, data is again heavily impacted by our technical salary scale, where the majority of employees are men. Where this information is separated, the gender pay gap reduces significantly, as the table on the opposite page shows.

MAG maintains a robust job evaluation methodology which evaluates the role and not the person doing it, based on factors such as knowledge, accountability and problem solving. Salary bands are assigned to the job and not the person, with appointments made at point one of the relevant scale unless the individual has previous experience with MAG, or some other substantial reason, for example meeting the 'desirable'

requirements of the role. This therefore limits the possibility of bias, whether conscious or unconscious, in salary decisions. Individuals doing the same job are paid at the same grade, with differentials only appearing due to length of service, based on MAG's incremental 'time-served' annual increment system. Where MAG is recruiting to a new role, the salary grade is set prior to recruitment taking place, and therefore prior to knowing the gender of the individual being appointed to the role.

While the data at the highest level demonstrates that there is a gender pay gap within MAG, the next level of analysis suggests that the gender pay gap is not driven by our reward methodology, rather, it is driven by a lack of gender balance across the organisation. In our UK Affiliated roles, there are a disproportionate number of female staff employed at lower levels of the organisation, when compared to male counterparts. For Programme International employees, there is a lack of female representation in technical roles.

Our new Strategic Framework sets out a clear commitment to addressing barriers to inclusion, and our aim to ensure more diverse representation at all levels of the organisation, in doing so we believe this will address the issue of gender balance in our technical area.

### A Living Wage Employer

MAG does not operate performance-related pay, or a bonus scheme, and instead focuses on a reward system that is transparent and fair and provides value for money for our donors. This was last benchmarked using external data, with the support of specialist consultants, in 2022, for 2023 implementation. MAG continues to monitor our recruitment and retention statistics, as well

**Continued on Page 36**

### Continued from Page 35

as exit interviews, to ensure that our reward packages we remain competitive.

We are proud to be a Real Living Wage employer in the UK. Our UK salary scale was reviewed and updated in 2024 following the announcement of the new Real Living Wage in October 2023. We will continue to meet this commitment following the increase that was announced in October 2024.

For our locally contracted programme staff, reliable local benchmarking data is used to ensure that salaries are competitive and fair within the relevant local employment market.

MAG always exceeds the minimum wage in every location that we employ locally contracted staff. Generally, salary scales in our programmes are reviewed at least every three years.

### Update on MAG's work on Equity, Diversity and Inclusion

Our EDI work has been firmly founded and centred on the new Strategic Framework, which sets out a clear strategic priority for People

& Culture - one which recognises the importance of creating a diverse and inclusive environment, and its link to achieving our strategic aims of increasing our impact and extending our influence.

Key EDI initiatives undertaken in 2024 included the embedding of our Staff Assembly, a forum of staff representatives from a wide range of roles, locations, and seniority from across the organisation. Through the work and continuous engagement of the Staff Assembly, we have been able to better understand how diverse groups of staff experience MAG and progress our work to make sure that MAG is a globally diverse and inclusive workplace.

In 2024, other EDI initiatives included marking World Menstrual Hygiene Day across the organisation and working at a local level to ensure all female staff have access to menstrual hygiene products and facilities which are appropriate for their cultural context. We were also pleased to commence the introduction of menstrual leave in our Sri Lanka programme, with plans to work towards implementation across the organisation. We are also continuing

to further develop our maternal health support across the globe.

We also took strong steps to ensure that we are able to evaluate the success of our EDI work, including reviewing and embedding data collection methods, and creating tools to standardise our Gender, Equity, Diversity and Inclusion baseline assessments.

### How we set the remuneration of the charity's key management personnel

All salaries of UK-contracted staff, including key management personnel, are reviewed and benchmarked periodically against comparable organisations and roles with expert support and input by independent consultants to ensure they are appropriate and in line with the charity's overall reward strategy.

Our reward framework, as well as our reputation, ensures that MAG remains an employer of choice within the sector and that quality candidates are attracted to work for us. MAG does not have a bonus scheme, or performance-related pay.

MAG's Reward Framework was reviewed in 2022, with a new salary scale, Reward Policy and Guidelines entering into effect from 1 January 2023. This review was conducted with reference to our Values, our Reward Principles, as set out *left*.

Our People, Culture and Remuneration Board Sub-Committee (PCRC) holds the responsibility for our overall remuneration strategy. They also review remuneration for the Chief Executive and Leadership Team, with the overall approach approved by the Board.

For our UK Affiliated staff, including our Leadership Team, information from a professional UK-based and charity-focused benchmarking survey is used. This is supplemented, where appropriate, by the global international NGO-focused data we use for our Programme International staff. For our specialist



### MAG Reward Policies

Fair	Ensure that all staff are equitably and appropriately paid for the work they complete
Competitive	Enable MAG to attract and retain appropriately skilled and experienced staff
Accountable	Ensure that decisions made with regards to remuneration are transparent and justifiable
Responsible	MAG will adhere to any statutory requirements or other binding rules in place relating to salaries and benefits
Affordable	Ensure that MAG's financial resources are used in the most responsible way to ensure that MAG represents value for money to our donors
Flexible	Ensure that flexibility exists to meet the dynamic contexts in which MAG works
Simple	Salary scales, tools and methodologies to be as simple as possible to ensure ease of interpretation and implementation
Supportive	Salary scales allow for progression and encourage staff to develop their careers with MAG

technical and mechanical staff, MAG commissions bespoke benchmarking surveys, which gather relevant reward data from other commercial and charitable organisations also operating in our sector.

This bespoke survey is designed and delivered by independent consultants, who also support the wider review of MAG's global reward framework and the analysis of the benchmarking data generated.

MAG aims to conduct data-driven benchmarking and reward reviews in all business areas every three years, although the frequency of this may change based on the overall context of the location.

The table *centre right* shows the number of employees per grade, split by gender, focussing on our 'leadership' roles and grades at base salary only at the end of 2024.

The table *top right* shows actual earnings for employees contracted from the UK (regardless of location of work) in 2024. This is based on payroll cost, including salary (before salary sacrifice, where applicable) and all allowances, but excluding payments for: employer's

### Actual Earnings for Employees in 2024

Earnings Bracket	Employees
£60,000-70,000	48
£70,000-80,000	38
£80,000-90,000	20
£90,000-100,000	10
£100,000-110,000	7
£110,000-120,000	0
£120,000-130,000	1

### Senior Non-Technical Grades

Grade	Example roles	Band width during 2024	Female	Male
CEO	Chief Executive	£114,444-129,468	0	1
UK 9	Director of Programmes	£91,980-104,052	0	1
UK 8	All other org. Directors	£79,296-89,712	3	3
UK 7/ PSM 7	Regional Directors	£66,552-75,300	5	3

### Senior Technical Grades

Grade	Example roles	Band width during 2023	Female	Male
Technical 6	Senior Technical Advisor	£83,472-94,440	0	1

national insurance or social security, host country tax payments made by MAG, employers pension contributions, medical insurance, annual leave flights and any redundancy payments.

## People & Accountability

# Our Culture

### Our Values

MAG continues to work on initiatives that support and embed our values, which were adopted at the end of 2021. We continue to progressively embed values within our policies, processes and ways of working, and have continued to run workshops at programme level to help further embed these.

Our values are embedded in our job specifications, and within our performance management processes, including our annual Performance and Development Review.

### Employee Engagement

In 2024, we continued to prioritise staff engagement through various initiatives. We ran monthly All Staff meetings, which serve as a platform for information sharing from both programme staff and senior leadership. These meetings cover important organisational information, key decisions, financial updates, updates related to our strategic and business plans, and other matters of concern to employees.

We also continue to hold 'Ask the Leadership Team' sessions, providing staff the opportunity to attend and ask questions to members of the Leadership Team on a rotating basis. Members of the Leadership Team regularly travel to programmes, giving the opportunity for programme staff (including both office-based and field staff) to meet them in person, and raise any questions or concerns directly. In addition, employees can ask questions at any time through the 'Ask the Leadership Team' email inbox, allowing staff to engage directly with MAG's Leadership Team.

The CEO also conducts a regular series of filmed and shared informal one-to-one conversations (known



as 'The CEO Meets...') with staff from all levels of the organisation across MAG's entire global programme, during which people can ask questions about any issues of relevance as well as share their experience and 'MAG story'.

In 2024 we redesigned our weekly SitRep organisational newsletter to make it more visually engaging and accessible. The newsletter is cascaded across the organisation, and we continue to ensure that important organisation information is translated so that it is accessible to as many staff as possible.

As set out above, 2024 also saw the embedding of our Staff Assembly.

This year, we also introduced our new People & Culture Strategy, which underscores our commitments to staff engagement. This strategy aims to ensure that the voices of our staff are heard, and their experiences shape and influence decisions that affect them.

### Wellbeing

MAG has continued to develop the work that supports the wellbeing of our staff. Our wellbeing strategy sets out MAG's commitment to supporting the physical and mental health and wellbeing of all our staff.

It focuses on five key wellbeing pillars – Positive Environment, Prevent, Identify, Support and Learn.

Our Health and Welfare Handbook includes information on travel health and stress management guides, availability of counselling services and comprehensive medical and life insurance. We also run regular sessions designed to support both staff and managers on stress prevention and awareness.

MAG provides an 'employee assistance programme' for UK contracted staff, giving them access to resources, including a confidential telephone number, in support of their wellbeing. Many of our programmes provide access to local psychosocial support.

MAG undertakes psychological pre-deployment assessments for all programme-based staff deploying to a MAG programme. The assessment identifies any additional support that might be required whilst working in a stressful environment. Post-deployment debriefings are also offered.

Across the organisation MAG has a cadre of Mental Health First Aiders, and in 2024 further training was undertaken to further expand this cohort of Mental Health First Aiders within programmes.





## People & Accountability

# Duty of Care: Safety & Security

MAG routinely assesses and reviews all incident reports submitted to ensure consistency of reporting against clearly established guidelines, criteria and thresholds.

In the 2024 business year MAG reported a total of 29 incidents, (across all incident categories) to the UK Charity Commission under their Serious Incident Reporting requirements (60 in 2023). At the time of writing, 25 of these incidents have been closed by the Commission.

The key incidents we are reporting in this section relate to the Safety and Security categories that occurred during 2024 that we internally rate as 'moderate' or above.

Insignificant and Minor incidents do not meet the criteria for

### Note

\* The UK government's Reporting of Injuries, Diseases and Dangerous Occurrences Regulations

### Key Safety and Security Incident Data

	Moderate	Major	Severe	Total
Health & Safety	14	1	0	15
Security	12	2	0	14
<b>Total</b>	<b>26</b>	<b>3</b>	<b>0</b>	<b>29</b>

reporting externally. However, they are considered in informing risk analysis. No RIDDOR\* reportable incidents were submitted to the Health and Safety Executive (1 incident in 2023). The organisational crisis management team was only activated once in 2024, in response to the escalation of conflict in the Middle East.

The map above clearly shows some of the key spots in terms of serious security related incidents. Two Major security incidents were reported in 2024.

Location and Distribution of Reportable Health and Safety Incidents



Location and Distribution of Reportable Security Incidents



## People & Accountability

# Our Commitment to Safeguarding

A key priority for MAG is duty of care for our staff and the principle of 'do no harm' for those people living in the communities where we operate.

Throughout 2024, we have continued to invest considerable time, energy, and care towards improving and strengthening our commitment to safeguarding.

We aim to provide:

- a safe environment so that concerns are raised at the earliest opportunity
- a variety of mechanisms for concerns to be raised
- assurance that those who raise concerns will be listened to
- assurance of protection from reprisals or victimisation in the workplace

In 2024, we continued to

strengthen safeguarding support and capacity in our programmes and at a global/organisational level.

This included support to our programme safeguarding units in the Iraq, Sri Lanka, Laos, and Syria programmes, and to identify roles or safeguarding focal points who work alongside Country Directors elsewhere. Our programmes remained supported by a Global Safeguarding Lead, Safeguarding Manager and Safeguarding Co-ordinator attached to the MAG UK office.

Our Safeguarding Trustee Focal Point is the point of immediate contact for the Board in relation to safeguarding issues, ensuring that the Board is updated on the progress of the organisation's safeguarding work plan and is sufficiently aware of any incidents which take place and of the management response being taken.

Our policy framework includes the Policy on Personal Conduct (PPC) and is supported by MAG's Dignity at Work, Equal Opportunities, Safeguarding and Protection of Children and Vulnerable Adults Policies.

All staff are required to read and sign to confirm that they have understood our Policy on Personal Conduct (PPC). This is done when joining MAG and then by all staff whenever the Policy is updated. Reviews to reflect learning and best practice are scheduled for every two years as a minimum.

Reporting mechanisms

are established and are supported by our Reporting Malpractice & Raising Concerns ('Whistleblowing') Policy and Procedure, Complaints Policy and Procedure and Grievance Policy and Procedure.

We encourage employees and others who come into contact with our work to come forward and voice their concerns. Any form of malpractice or improper conduct will be taken extremely seriously.

Genuinely held concerns will be thoroughly investigated and anyone who raises a concern will be protected against victimisation and discrimination.

We are confident that we have the necessary policies, standards, and operating procedures and compliance checks in place. We are committed to continuous improvement in this area, and in 2024 continued to work towards the implementation of recommendations made by an external review, which was conducted in 2023.

We also reviewed our Policy on Personal Conduct, strengthening areas based on feedback and lessons learned, and renaming it to the Code of Conduct.

In addition to our policy framework and formal reporting mechanisms, we continued to integrate safeguarding best practice into our day-to-day procedures and activities e.g., ensuring safeguarding is included in induction for all staff, asking about safeguarding in our exit interviews; screening at interview and conducting thorough background checks for all new recruits.

Alongside our safeguarding



### Safeguarding reports received

	2024	2023	2022	2021	2019/2020 (18mth period)	2018/2019	2017/2018
<b>No. of reports received relating to safeguarding</b>	<b>23</b>	<b>28</b>	<b>31</b>	<b>33</b>	<b>41</b>	<b>34</b>	<b>12</b>
No. of serious incidents reported to Charity Commission that related to Safeguarding	15	19*	22	25	30	10	8
<b>Instances investigated as far as possible, but where MAG was unable to proceed under our disciplinary policy and procedure, e.g. where a member of staff had already left or was in the process of leaving the organisation</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>5</b>	<b>9</b>	<b>4</b>	<b>1</b>
Reports not investigated and now considered closed	8	6	10	9	9	18	2
<b>Reports investigated and now considered closed</b>	<b>15</b>	<b>20**</b>	<b>20</b>	<b>24</b>	<b>32</b>	<b>16</b>	<b>10</b>
Out of the reports substantiated, no. of dismissals	6	4	8	3	9	3	3
<b>Out of the reports substantiated, no. of instances of disciplinary action</b>	<b>6</b>	<b>10</b>	<b>14</b>	<b>6</b>	<b>18</b>	<b>15</b>	<b>1</b>
Other remedial action – performance improvement plan, discussion, training or change in approach by MAG	5	15	8	10	15	19	2

\* Two were not new cases – one to advise of legal action and the other related to passing on information sent to us from a 3rd party.

\*\* This includes preliminary investigations. Two cases remain open. Plus one report led to three investigations - two closed and one open. Occasionally we engage an external agency to investigate a complaint.

induction sessions for new staff, safeguarding refresher training took place for all staff across MAG. Our active Safeguarding Forum, where ideas and best practise are shared, has continued and we arranged sessions for consultation on the PPC, lessons learnt from investigations, a joint learning session with the HALO Trust and safeguarding and wellbeing.

We also continued to use the safeguarding self-assessment tool to monitor the progress of implementing our safeguarding standards across MAG's programmes.

MAG is a member of the sector's Disclosure of Misconduct Scheme and participates in sector wide safeguarding networks and fora. In 2024, MAG also endorsed the Common Approach to Protection from Sexual Exploitation, Sexual Abuse and Sexual Harassment (CAPSEAH).

Support is provided to survivors (and all those involved in an investigation) as necessary, and we are rigorous when it comes to reporting onwards to the Charity Commission and donors. The Health, Safety, Security and Safeguarding Committee (HSC) and UK HR and Safeguarding teams have oversight of investigations to ensure they are handled properly,

### Safeguarding reporting

MAG, like other international NGOs, remains under scrutiny for the conduct of its staff and we continue to welcome this transparency and accountability. Where a safeguarding incident occurs or concern raised, MAG has clear procedures for handling the concern and where necessary, investigations.

Our UK-based Human Resources and Safeguarding teams work closely with programme teams to ensure issues are addressed thoroughly.

During 2024, we also continued to strengthen our reporting mechanisms and have provided both remote support and direct training on how to handle safeguarding reports/concerns. This has included online training on how to conduct investigations and in May 2024, we conducted a regional workshop in Iraq to train and

and lessons are captured and learned.

MAG Trustees are under a moral and legal duty to ensure that we do not cause harm to those we seek to support, employ, or work with. The Board receives a quarterly report on the progress of the safeguarding work plan and a summary of cases. The Board's Safeguarding Trustee Focal Point and Chair of the HSC receive more regular updates and additional information on the progress of individual cases.

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## People & Accountability

# Upholding Ethical and Environmental Standards

MAG recognises the importance that the environmental impact our activities have on the environment, and the need to consider ways we can conserve energy and minimise waste in all activities. In 2025 we will have calculated our 2024 global carbon footprint and intend to set targets to reduce our global carbon footprint by 45% by 2030 and reaching net-zero by 2050 in line with the Paris Agreement commitments.

### We encourage staff to minimise our impact on the environment

Our Manchester office measures our environmental impact by collecting and monitoring data on our electricity usage, waste disposal, paper usage and travel for our Manchester affiliated staff (to, from and within the UK) to measure our environmental impact.

Results are analysed to identify key areas for improvement and encourage staff to minimise our environmental impact. Further to this MAG is currently conducting a global carbon inventory covering operations in 41 countries in 2024, with an expectation to deliver the global carbon footprint report by Q3 of 2025. A process of data analysis is ongoing to determine the scope & quality of data availability, with the

hope to deliver a quality assured carbon baseline for 2024 in the near future.

We review significant environmental aspects annually and agree our environmental targets and objectives. Where practicable, we consider the 'sustainability' of resources and materials procured. We examine ways in which we can use less electricity (demand reduction). Energy data has been calculated directly from meter readings provided by our landlords at the end of each calendar month.

Indirect emissions data generated from air and rail business travel by Manchester-affiliated staff is calculated using The Department for Environment, Food & Rural Affairs (DEFRA) standards for greenhouse gas (GHG) conversion factors and uses actual distances, class (economy as per MAG's Travel procedures) and travel type, to ensure carbon emissions are measured and presented correctly.

All emissions are reported as tonnes of carbon dioxide equivalent (tCO<sup>2</sup>e) and we set realistic maintenance targets to monitor our performance against those targets.

#### Methodology

► We collate actual electricity data from billing information. We have

MAG's Carbon Footprint	2020 (Covid-19 effect) 383,238.01	2021 (Covid-19 effect) 268,226.18	2022 964,872.45	2023 698,189.5	2024 1,921,302.93
<b>Energy consumption used to calculate emissions (kWh)</b>					
<b>Scope 1</b>	-	-	-	-	-
<b>Scope 2</b> emissions in metric tonnes CO <sup>2</sup> e	41,542.64 x 0.23314 = <b>9.178 tCO<sup>2</sup>e</b>	46,381.90 x 0.21233 = <b>9.484269 tCO<sup>2</sup>e</b>	99,786.40 x 0.19338 = <b>19.29669403 tCO<sup>2</sup>e</b>	67,840.60 x 0.207074 = <b>14.04869 tCO<sup>2</sup>e</b>	51,239.20 x 0.20493 = <b>10.50045 tCO<sup>2</sup>e</b>
<b>Scope 3</b> emissions in metric tonnes CO <sup>2</sup> e Business travel in employee-owned and hired vehicles	613.8 miles 184,318 kgCO <sup>2</sup> e = <b>0.1843 tCO<sup>2</sup>e</b>	516 miles 135,4242 kgCO <sup>2</sup> e = <b>0.1354242 tCO<sup>2</sup>e</b>	1,085 miles 215,8629 kgCO <sup>2</sup> e = <b>0.2158620 tCO<sup>2</sup>e</b>	8164.2 miles 2512,878kgCO <sup>2</sup> e = <b>2.512878 tCO<sup>2</sup>e</b>	968.4 miles 213,31538kgCO <sup>2</sup> e = <b>0.21331538 tCO<sup>2</sup>e</b>
<b>Scope 3</b> emissions in metric tonnes CO <sup>2</sup> e Business travel: Flights (optional reporting)	78,163.08 kgCO <sup>2</sup> e = <b>78.163 tCO<sup>2</sup>e</b>	51,469.89 kgCO <sup>2</sup> e = <b>51.46989 tCO<sup>2</sup>e</b>	203,240.5 kgCO <sup>2</sup> e = <b>203.2405 tCO<sup>2</sup>e</b>	142,950.00kgCO <sup>2</sup> e = <b>142.95 tCO<sup>2</sup>e</b>	434,454.78kgCO <sup>2</sup> e = <b>434.46 tCO<sup>2</sup>e</b>
<b>Scope 3</b> emissions in metric tonnes CO <sup>2</sup> e Business travel: Rail (optional reporting)	1,315.46 kgCO <sup>2</sup> e = <b>1.315 tCO<sup>2</sup>e</b>	1,407.14 kgCO <sup>2</sup> e = <b>1.40714 tCO<sup>2</sup>e</b>	2,197.31 kgCO <sup>2</sup> e = <b>2.19731 tCO<sup>2</sup>e</b>	3,264.96 kgCO <sup>2</sup> e = <b>3.26496 tCO<sup>2</sup>e</b>	2764.02 kgCO <sup>2</sup> e = <b>2.76402 tCO<sup>2</sup>e</b>
<b>Total gross emissions in metric tonnes CO<sup>2</sup>e</b>	<b>88.8403 tCO<sup>2</sup>e</b>	<b>62.4967 tCO<sup>2</sup>e</b>	<b>224.95 tCO<sup>2</sup>e</b>	<b>162.7759 tCO<sup>2</sup>e</b>	<b>447.9378 tCO<sup>2</sup>e</b>
<b>Intensity ratio tonnes CO<sup>2</sup>e per HQ staff member</b>	<b>1.185</b>	<b>0.7022</b>	<b>2.367895</b>	<b>1.595842</b>	<b>3.828528074</b>

included business transport data for international and domestic flights and rail travel made by Manchester affiliated staff to, from and within the UK — this data is collected from reports from our travel agents. UK Government GHG conversion factors are used to derive carbon emissions.

#### Intensity Ratio

► We display tonnes of CO<sup>2</sup>e per Manchester staff member to enable us to compare year-on-year emissions, as the majority of our emissions are air and rail travel from staff business travel to our overseas programmes, as well as heating and lighting our Manchester office. MAG's UK energy use for the accounting period 1 January 2024 to 31 December 2024 is detailed above with four prior year comparators (2020 and 2021 were impacted by Covid-19).



## Safeguarding Commitment

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support a pool of investigators.

We responded to a total of 23 safeguarding concerns in the business year 2024. Our global safeguarding register monitors how the concerns were raised, and the key decisions taken when handling a complaint.

Reports received are always responded to. We may not always carry out a full investigation straight away and might start with a preliminary enquiry or mediation, further training or monitoring of performance may be more appropriate.

When we do investigate, we follow up with a lessons learnt exercise which may make recommendations for further or new training or a change in policy.

We ensure that our disciplinary processes are robust as they can be open to legal challenges. On occasion we have engaged the services of external support where we may require a neutral perspective.

Safeguarding-related concerns are reported to the Charity Commission and shared with the Chair, Board Safeguarding trustee/Chair of the GNRC, and the Chair of the HSC.

Remaining trustees are kept informed, which gives them oversight of MAG's handling of concerns.

A serious incident which is also considered to be a critical incident is communicated to the full Board immediately.

A similar process is in place for reporting to our donors.

# Risk Management and Internal Controls

MAG operates in complex, high-risk environments across more than 30 countries.

Risk management is not a standalone activity but is embedded in our strategic decision-making and operational delivery.

Our evolving approach reflects a maturing ecosystem of systems, processes, and governance structures designed to build resilience and safeguard MAG's mission and resources.

## Assessment of Principal Risks

The Board of Trustees confirms that it has carried out a robust assessment of the principal

risks facing MAG, including those that could threaten our business model, future performance, solvency, or liquidity.

These risks are regularly reviewed and updated through a structured risk register, supported by routine monitoring, internal reporting, and scenario-based planning.

In 2024, we continued to further strengthen our risk and resilience framework, with actions that include:

- An independent Board governance review, which among other outcomes, also provided a perspective of our risk management approach.
- Routine 'Horizon Scanning' reviews to help forecast emerging areas of risk across our global programmes.
- Launched a Travel Management application to increase our duty

We continued to further strengthen risk and resilience framework

of care, safety and security to employees when traveling.

## Governance of Risk

The Board retains ultimate accountability for MAG's risk management and internal control systems.

Oversight responsibilities are distributed across Committees aligned with specific risk domains. The Audit, Finance and Risk

Committee (AFRC) plays a central role, with specific responsibility for

ensuring that the risk management framework is both fit for purpose and effectively applied across the organisation.

Each Committee receives specific risk reports, including status updates on treatment plans, and analysis of issues, concerns or recommendations to the full Board.

Risk appetite and tolerance thresholds are defined and periodically reviewed by the Board, contributing to a risk-aware culture throughout the organisation.



Strengthening Organizational Resilience

## Principal risks to be managed in 2025

MAG's corporate risk register specifies more than 80 risks across 20 categories. The table below outlines a summary of some of the key areas of risk that MAG has particular focus on.

Key Areas of Risk	Response
Geo-Political Instability	MAG operates in fragile and conflict-affected states. The interconnected nature of global crises heightens volatility. We conduct continuous contextual analysis, activate Incident or Crisis Management Teams as needed, and adjust programming to remain responsive and safe.
Safety and Security	Safety of staff remains paramount. MAG has a robust global security framework, including specialist teams, context-specific controls, and mandatory training where appropriate.
Cyber and Digital	With an increasingly digital way of working, MAG invests in cybersecurity improvements. In 2024, we rolled out a global network infrastructure and maintained Cyber Essentials Plus certification to support digital resilience.
Legal and Regulatory Compliance	With operations in over 30 jurisdictions, MAG maintains a comprehensive compliance register and engages legal expertise as needed. Sanctions and export control risks are proactively monitored. Our approach to anti-terrorism screening checks was strengthened with the adoption of a new platform.
Financial Crime	Enhanced systems in logistics, procurement, and fleet management are being implemented to improve control environments. Regular internal and statutory audits are conducted to monitor for fraud and ensure compliance.
Financial Sustainability	Ensuring a strong funding base is essential. Our Strategic Framework's "Funding Our Ambition" priority includes initiatives to diversify income, strengthen forecasting, and optimize cost-efficiency.



## Our Plans for 2025

Our plans for 2025 articulate our ambition and focus, in delivering activities that contribute to the second year's implementation of our Strategic Framework, support country programmes and, add value and drive change within MAG.

### Organisational priorities for 2025

We have agreed on a suite of

priority activities and associated desired outcomes which we would like to continue, commence or complete during 2025. They are aligned against our current Strategic Framework.

Key focus areas for 2025 include enhanced resource mobilisation (utilizing new structures and capacities and leveraging

partnerships to vigorously diversify our funding base) and innovation and evaluation (fostering a culture of innovation, rigorous evaluation and proactive lesson-sharing to significantly enhance programme efficiency and effectiveness).

Examples of priority activities aligned against our new Strategic Framework are in the table below.

Aim	Priority
Increase our Impact	<p>We will</p> <ul style="list-style-type: none"> <li>➢ Expand the roll out of Operations Management Information System (OMIS) to seven additional countries.</li> <li>➢ Manage a portfolio of new programming initiatives in response to emerging need.</li> <li>➢ Develop a Programmes Strategy encompassing delivery, quality and security that builds on and supports country and regional strategies.</li> </ul>
Extend our Influence	<p>We will</p> <ul style="list-style-type: none"> <li>➢ Develop an engagement strategy for the UK Government to inform and influence decision making in relation to armed violence and conflict.</li> <li>➢ Strengthen MAG's profile among EU Institutions and deepen engagement with European donors.</li> <li>➢ Define and produce five 'position papers' on MAG's approach to key policy events/frameworks (e.g., climate and the Global Ammunition Framework, Japan's Anti-Personnel Mine Ban Convention Presidency (APMBC), Women Peace and Security 25th anniversary).</li> </ul>
Priority	<p>We will</p> <ul style="list-style-type: none"> <li>➢ Utilise the current pilot of the Staff Movement System to inform competency mapping, Performance and Development Reviews, and career pathways across technical roles.</li> <li>➢ Work with Fundraising to explore opportunities for philanthropic support for development of under represented cohorts.</li> <li>➢ Establish and formalise MAG's 'Senior Leaders' Network'.</li> </ul>

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#### Priority (Continued from Page 49)

Funding our Ambition	<p>We will</p> <ul style="list-style-type: none"> <li>➢ Raise £5,985,500 through Global Fundraising.</li> <li>➢ Research and scope out opportunities for MAG to access Innovative Finance Initiatives.</li> <li>➢ Increase regional and country level resource mobilisation by improving inter-departmental coordination and strategic guidance.</li> </ul>
Strengthening our Systems	<p>We will</p> <ul style="list-style-type: none"> <li>➢ Scope a new finance system that is fit-for-purpose and integrates with other MAG digital systems.</li> <li>➢ As part of MAG's current strategic projects, design and develop Contract Management and Stakeholder Management systems.</li> <li>➢ Finalise and rollout MAG's V3 Procurement Compendium and Fleet Toolkit across MAG programmes and support the adoption of Procurement SOPs in the Manchester Office.</li> </ul>
<b>Commitment</b>	
Principled Decision-Making	<p>We will</p> <ul style="list-style-type: none"> <li>➢ Develop tools and training on Humanitarian Principles for MAG programmes.</li> <li>➢ Establish a working group to develop and implement plans to strengthen MAG's principled decision-making.</li> <li>➢ Build on MAG's existing work on humanitarian principles, as well as messaging and partnerships developed during the APMBC Review Conference (RevCon).</li> </ul>
Environmental Responsibility	<p>We will</p> <ul style="list-style-type: none"> <li>➢ Calculate MAG's Global Carbon Baseline as one of MAG's current strategic projects.</li> <li>➢ Develop an organisational Global Environment Management policy, plan and framework.</li> </ul>

## Programme plans for 2025

### Latin America & Caribbean (LAC)

In 2025, MAG will be delivering activities in more individual countries across the LAC region than in any previous year.

In order to ensure we are maintaining safety, quality and consistency there will be an enhanced focus on processes for all operational activities including technical training courses, medical standards, complex EOD projects and all aspects of armoury and Explosive Store House construction and refurbishment. With the new position of regional Standards and Training Manager in post there will be a wide range of guidance and support being pushed out in tandem with the PQT to drive this ambition.

In geographical terms MAG aims to continue the work with our multiple and growing group of stakeholders in established programmes in **Peru** and **Ecuador**, all the while looking to provide sustainable long-term impact at the institutional levels of our partnerships with state actors. We will also complete an independent, and wide-ranging impact assessment study of five years of WAM programming in Ecuador, with plans to share lessons learned both regionally and MAG-wide. In addition to this we will continue to develop the programme across the Caribbean, following up on technical recommendations from the 11 assessed countries to date and seeking to engage with more, specifically **the Dominican Republic**. We aim to further consolidate our project work to date in **Paraguay** with commencement of infrastructure upgrades to complement the destruction and marking work to date.

In terms of potential new developments in the region, we will look to build on our work started in late 2024 in **El Salvador** in partnership with CAVR to explore



further opportunities within the other Northern Triangle states of

**Honduras** and **Guatemala** through

specific assessments in both. we will also explore options to become more formally involved in the newly signed Central American Firearms Roadmap contingent on our continued presence in the region. Finally, we have been working closely with representatives from SEDENA, (the **Mexican** Army & Air Force) to formalise a working MoU with them and on successful completion of this, we plan to proactively seek funding to support the restart of MAG operations there. It should be noted that the region is currently wholly dependent on US funding so a positive outcome to the foreign assistance review is essential to the delivery of the above plans.

### Eastern Europe

At a regional level, the portfolio will aim to build a network to map, assess and respond to specific HMA and WAM needs in EU Accession States, Western Balkans and Central Asian Republics over the course of strategic period and prioritise new programme development, and continue to build on the ongoing

work in implementing regional Gender & Disability Inclusion Action Plan and increase localisation efforts and national capacity strengthening.

In **Bosnia-Herzegovina**, the programme is planning to reduce its clearance capacity due to cuts announced by GFFO, while at the same time continue to advocate and apply for additional funding. MAG will continue to play an active role in the country HMA sector and maintain technical dialogue with BHMAC at central and regional levels to deepen their understanding and application of land release and operational efficiency. The programme will also continue to explore opportunities for programme expansion into AVR, and to strengthen the links between MAG's activities and development, peacebuilding and environmental considerations.

In **Azerbaijan**, the programme is planning to continue its clearance operations in 2025, to build capacity of national implementing partners and national mine action authority, as well as continue to improve women's participation in

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the Azerbaijan mine action sector. However, operational challenges experienced in 2024 together with worsening geo-political relationships could lead to a reduction in the level of funding.

In **Ukraine**, MAG will utilise 2025 to build and consolidate the work started in previous years, including obtaining EOD certification, expand clearance operations to Kharkiv, and potentially expand into Kherson as soon as security restrictions allow. MAG expects to increase its level of funding for 2025, with Ukraine forecasted to be MAG's largest programme in 2025. MAG will continue to build capacity of national implementing partners and authorities in Ukraine and advocate for broader representation and mainstream gender and conflict sensitive practices in programming.

#### East & Southern Africa

MAG will maintain robust mine action programming in **Angola**,

**South Sudan** and **Zimbabwe**, while continuing to scale up HMA in northern **Ethiopia**, making land safer and enabling communities to return, rebuild and thrive. WAM interventions in Angola, **Kenya** and **Tanzania** will help to secure small arms, light weapons and ammunition to prevent and reduce the risk of armed violence and insecurity, as well as unplanned explosions.

MAG is also exploring ways to support national authorities in Zambia in managing residual contamination to high standards. Successful re-registration in **Sudan** is another key priority for 2025, as is reviewing and expanding cross-border programming where needed.

In 2025, MAG aims to further build on core funding to ensure the sustainability of existing HMA and WAM programming,

particularly in contexts where insecurity has increased the threat of exposure to explosive hazards. It will also be critical to engage stakeholders at the regional level and position ourselves to develop new partnership approaches to expand and diversify programming opportunities.

#### Asia-Pacific

Maintaining and developing the existing six programmes in the region will remain the priority for the region over the coming year, coupled with enhancing regional engagement and collaboration.

MAG will also look to further explore WAM opportunities, both in existing programmes but also in the wider Asia Pacific region. Specifically for the existing programme countries, the plans in summary are as follows:

In **Sri Lanka**, MAG plans to maintain its geographical coverage in both the northern and eastern provinces and continue supporting security forces with

WAM interventions. MAG will also provide support to the National Mine Action Centre to implement its action plans related to the new national mine action strategy, in order to achieve its objectives, with a strong focus on staff transition activities.

In **Vietnam**, MAG will continue operations in both Quang Tri and Quang Binh, leading a consortium of the three mine action NGOs in the latter and working in close partnership with both the provincial authorities and VNMAC. MAG Vietnam will continue its leadership role in the development and expansion of Digital EORE as well as implement a project on equity, diversity and inclusion.

In 2025 in **Lao PDR**, MAG will continue to implement survey and clearance activities in both Xiang Khouang and Khammouane provinces. These activities will be agreed with the NRA in annual

We will look to further explore WAM opportunities



workplans and will support the implementation of the Government's 5-year National Socio-Economic Development Plan (NSEDP).

In **Cambodia**, MAG will continue to work on high-impact minefields in Battambang and Ratak Nakiri province and cluster munition contamination in Ratak Nakiri province. MAG Cambodia will also continue to explore partnerships with national and international NGOs working on climate smart agricultural projects and other environmental issues affecting MAG's areas of work, with a goal of adopting more environmentally sensitive mine action programming.

Over 2025, MAG **Myanmar** will continue broadening its EORE to provide holistic life-saving information to conflict-affected communities using a variety of methods contextualised to Myanmar's diverse regions, both directly and through partners. In addition, it will continue conducting legacy contamination surveys along with strengthening coordination and advocacy initiatives.

In **Papua New Guinea**, MAG will further build on its relationship with the police force and other stakeholders in country to enable it to expand its WAM activities. MAG will also continue work to establish

itself as a legal entity in country enabling it to expand its activities to working with other security actors.

#### Middle East

In 2025, MAG will play a central role in **Lebanon's** post-ceasefire recovery, particularly in addressing new contamination in the South of the country and West Beqaa. MAG will lead on assessing affected areas and deploying rapid response clearance teams, backed by mechanical assets to support rubble removal and ensure safe access for civilians. A key element of MAG's response will be the delivery of EORE to protect communities, especially those newly exposed to explosive threats.

In parallel, MAG will continue clearing legacy contamination in other regions, reducing the long-term risks faced by affected populations. As part of its commitment to evidence-based programming, MAG also intends to deepen its efforts to measure the broader impact of HMA, with a particular focus on food security outcomes linked to safe land access and agricultural recovery.

At the same time, MAG will strengthen its support to the Lebanese Armed Forces (LAF) through its Weapons and

Ammunition Management project. This includes delivering priority PSSM interventions, constructing and rehabilitating ESHs, and advancing decentralized storage through the development of regional depots, particularly in South Lebanon. MAG will also continue providing training and mentoring and will expand its support to other state actors.

MAG remains the largest humanitarian mine action organization in **Syria**, and is committed to responding to newly accessible areas, where the highly level of accident rates represent the most pressing landmine and unexploded emergency globally. MAG will continue its operations in Northeast Syria (NES) while planning to expand into other parts of the country, including the Northwest and central regions.

Newly identified, large conventional minefields have been found south of Ar-Raqqa city, in Al-Sabkha and Mansura sub-districts, where MAG teams will be deployed to conduct clearance operations.

In partnership with other organisations, MAG also plans to assess and respond to contamination in areas under the new Syrian administration.

Additionally, MAG will continue its

engagement with the Education Council to further integrate Explosive Ordnance Risk Education (EORE) messaging into the school curriculum. Digital EORE initiatives will also be implemented, primarily targeting returnees to Syria and designed to complement in-person EORE efforts.

MAG will establish a new office in Damascus, and plans to open a dedicated training school facility elsewhere in the country. It will also maintain active participation in mine action coordination mechanisms both for the Whole of Syria and in NES. MAG has been elected to co-chair the EORE Technical Working Group and will continue data sharing and efforts to support the development of Syria's national mine action capacity.

In **Iraq**, in collaboration with IKMAA and DMA, MAG Iraq will maintain its efforts to address the extensive presence of explosive ordnance throughout Iraq. This widespread issue has the potential to impede the utilisation of land for residential, agricultural, and pastoral purposes, thereby hindering reconstruction efforts supported by the government and developmental initiatives. In 2025, MAG's commitment to localization will further materialize. Consequently, in addition to the direct implementation of land release and EORE activities, MAG's support for the sustainability of the mine action sector in Iraq will continue with its ongoing efforts to enhance the capacity of MAG's current national partners Sareteah Humanitarian Organization (SHO) with a view to conducting EORE and clearance activities in areas where MAG is no longer operating.

In **Jordan**, MAG will support the Jordanian Armed Forces (JAF) in improving the safety and security of ammunition storage through infrastructure upgrades, construction of new explosive storehouses, and site-specific improvements. MAG will also

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assist in planning a new regional depot to help reduce the risks of unplanned explosions and enhance public safety by relocating high-risk munitions away from populated areas. Alongside physical improvements, MAG will oversee the safe disposal of obsolete ammunition and deliver tailored training for JAF personnel on ammunition handling, stockpile management, and safety procedures to ensure sustainable long-term practices. This work builds on MAG's regional experience and will be implemented aligning with JAF's strategic infrastructure plans.

MAG plans to continue delivering Explosive Ordnance Risk Education (EORE) in **Gaza** in collaboration with its local partner, Safe Youth Future Society (SYFS). In parallel, MAG intends to initiate EORE activities in the West Bank through a new local implementing partner. Depending on the evolving context and access conditions in Gaza, MAG also aims to expand its operations to include support with Explosive Hazard Assessments, clearance, and Explosive Ordnance Disposal (EOD).

**Sahel & West Africa**

In 2025, The Sahel and West Africa region will increase and adapt its response to armed violence reduction and mine action in countries both affected by legacy contamination (**Chad, Mauritania, and Senegal**) and by the new threat of improvised landmines (**Burkina Faso, Mali and Nigeria**).

MAG will also continue advocacy work - supporting member states to meet their APMBC obligations by delivering specialized training to relevant authorities.

In Mali, MAG will continue to prioritize the protection of vulnerable populations through

**We advocate more funding for EORE activities**

enhanced risk education and innovative local partnerships. In Burkina Faso, MAG is expanding its community-based EORE initiatives to include a critical component on victim assistance. In partnership with the University of Washington's Explosive Weapons Trauma Care Collective (EXTRACCT), MAG is launching a multi-sectoral initiative aimed at improving emergency response for civilians injured by explosive ordnance, including improvised landmines. By enabling local responders to provide immediate, life-saving assistance, the program improves survival rates and strengthens the resilience of communities living under the constant threat of armed violence.

MAG in Chad will continue to support the government in the fight against the illegal proliferation of weapons and ammunitions by improving the physical security of stocks through the construction or rehabilitation of storage facilities to international standards, training defence and security forces personnel in weapons and ammunitions management practices and destroying obsolete stocks of ammunition. MAG will also step up weapons marking activities.

At the same time, MAG is continuing to advocate and try to mobilise additional funding for the EORE activities and Battle Area Clearance in the country's eastern provinces, which have been hit by a large influx of refugees fleeing the ongoing conflict in **Sudan**.

MAG will continue to support AVR efforts across the Gulf of Guinea, piloting more community-based activities in partnership with civil society organisations.

These efforts will be anchored in strong local partnerships to ensure sustainability and relevance. Building on the groundwork laid in 2024, MAG and civil society partners will conduct localized

assessments to better understand community needs, exposure, and vulnerabilities, and will undertake SALW and EORE.

MAG will continue to support the physical security improvement of SALW and ammunition storage facilities both in high-risk border areas and urban centres. This will be complemented by specialized WAM training. MAG also plans to support the safe destruction of obsolete weapons and unstable ammunition.

MAG Senegal plans to scale up community liaison and Non-Technical Survey activities in priority areas of Casamance. The programme will also begin to define the next phases of intervention, with a view to initiating clearance operations from 2026 onwards, contingent on the mobilisation of additional funding.

In parallel, MAG will continue to work closely with the Senegalese Armed Forces to finalise the construction and official handover of the national ammunition depot in Thiès. In partnership with the SALW National Commission, MAG will launch a nationwide campaign for the marking and destruction of weapons held by defence and security forces, contributing to improved arms control and national security.

In 2025, MAG Mauritania plans to continue its community liaison and non-technical survey (NTS) activities in the northern regions of the country, in support of national mine action priorities.

In parallel, MAG will work in close coordination with the Mauritanian Armed Forces to finalise the construction and official handover of the national ammunition depot in Atar. Efforts will also focus on advancing key WAM priorities in the southeast, where a growing humanitarian crisis driven by the influx of refugees calls for strengthened interventions to foster security of the communities and prevent the diversion of weapons and ammunition at a broader scale.

# Structure, Governance & Management

**Legal Status**

MAG is as a UK company limited by guarantee (Number: 4016409) and registered charity (Number 1083008).

The role and duties of the trustees are therefore governed by Charity law and Company law. As a charitable company, MAG is regulated by the Charity Commission for England and Wales and Companies House and therefore must comply with the policies and guidance of both regulators.

MAG operates under a set of Articles and a Memorandum of Association. The Articles of Association are the rules, which deal with the charity's status, and regulate its internal management.

**Governance and management in MAG**

MAG is governed by its Trustees, collectively known as the "Board", who are also its directors under company law. The Board is accountable to people affected by violence, conflict, and insecurity, and to our donors and supporters in the UK and around the world, to ensure they have confidence in how MAG uses its resources.

The Board has the powers to conduct the affairs of the charity and many of these powers are delegated to the Leadership Team. The focus of the Board is on strategy, performance and assurance, not operational matters. This is reflected in the Delegation of Authority from the Board to



the Leadership Team. The Board Reserved Powers details those powers it retains and reserves for itself, regarding significant policy decisions.

Matters reserved for the board together, with those powers that have been delegated, are regularly

reviewed by the Board of Trustees. Led by the Chief Executive, the Leadership Team is made up of the Director of Governance and Business Transformation, Director of Programmes, Director of Finance,

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Director of Global Fundraising, Director of People and Culture, Director of Engagement, Director of Policy and Strategic Partnerships, and the Executive Director of MAG US.

The Leadership Team's primary focus is organisational performance and efficacy and managing the week-to-week practicalities of running MAG. Its focus is on putting into place the decisions of the Board and ensuring that strategic goals are met effectively, efficiently, legally and sustainably.

Strategic planning is a core responsibility of trustees. Whilst the Leadership Team and staff undertake the work it is the trustees who decide the direction of MAG. Trustees must act in the best interests of the charity's purposes and its present and future beneficiaries, so they need to balance short and long-term activities. The Board also hold the Leadership Team to account for the delivery of that strategy against agreed key performance indicators.

The Leadership Team recommend strategy to the Board and provide day-to-day management including accountability and oversight for all legal, contractual, operational and financial responsibilities relating to the charity's business. The Leadership Team, being the key management personnel of the charity, is responsible for the stewardship of the organisation's human resources, assets and equipment. It also provides senior representation both at national and international level. The Leadership Team meets regularly to review policy and monitor risks.

#### UK Charity Governance Code

The Board resolved to adopt the Charity Governance Code for larger charities, and we have used the Code to hold up a mirror for our governance. The Code encourages charities to publish a brief narrative

in their annual reports explaining how they apply it.

The latest, three-year, external governance and board effectiveness review was conducted during 2024. It was carried out by two consultants from the Centre for Charity Effectiveness (CCE) from Bayes Business School (formerly Cass). It included a review of ways to strengthen MAG-MAG US governance arrangements.

Progress on the implementation of the agreed actions from that review is overseen by the Governance, Nominations and Review Committee (GNRC).

**Trustees**

In 2024 and 2023, Trustees were covered by the overall company indemnity insurance, the costs relating specifically to the trustees were not separately identified."

MAG takes a rigorous approach to trustee recruitment, performance and development, and the Board's conduct. As a result, the Board works as an effective team, using the appropriate balance of skills, experience, backgrounds, and knowledge to shape a diverse Board which can make informed decisions.

Trustees are appointed in accordance with the regulations laid down by MAG's Articles of Association. Trustees serve an initial term of three years that can be extended for a further three years (although the Board can approve discretionary extensions if 75% of the Board agree).

In 2024, the Board met five times: two meetings were hybrid and the other three were virtual. Each meeting included participation from colleagues from MAG programmes worldwide. As part of

the Board's accountability to staff, attendance by a member of MAG's Staff Assembly as well as wider participation from staff across MAG programmes and the Manchester office is encouraged at every Board meeting to discuss current topics of interest or concern.

As of December 2024, there were seven women and five men on the Board. Two new trustees were recruited in 2024. As in previous years, due account of the Board's commitment to finding individuals with the required skill set and creating a more representative and diverse organisation at all levels, informed the recruitment. Our approach to recruitment is consistent with our commitment to the **diversity charter** established by the Association of Chief Executives of Voluntary Organisations (ACEVO).

On appointment, all new trustees receive an induction programme, the objectives of the induction are:

- 1 gain an understanding of MAG, its purposes and the communities in which it operates;
- 2 develop the new trustee's understanding of the role, including legal duties and Board matters;
- 3 create links with MAG's staff and other trustees; and
- 4 build an understanding of MAG's main relationships.

None of the members of the Board received any remuneration in the year to 31 December 2024 (2023: £nil) in their role as a trustee, all giving their time freely. Trustees are permitted under the Articles of Association to claim, "reasonable out of pocket expenses" incurred by them in the conduct of MAG business. All trustee travel arrangements accord with MAG's Travel Policy. Details of Trustee expenses are disclosed in Note 22 to the accounts. MAG holds an



Scan the QR code or click [here](#) to meet the Board



external governance review every three years. The latest review took place during 2024 and was conducted by two consultants from the Centre for Charity Effectiveness (CCE) from Bayes Business School (formerly Cass). The review was informed by:

- Codes and models from the non-profit and corporate sectors that describe effective governance, including the Charity Governance Code and NCVO's Ethical Principles;
- Approaches developed within CCE including their Building Better Governance guide; and
- Best practice from the review of other charities, including reflections on governance lessons learnt from the Covid-19 pandemic.

The board held two strategy days in 2024, focusing on our 2024-28 Strategic Framework and an update in areas of legal, financial and insurance. The strategy days comprise discussions with MAG's externally appointed advisors (legal, financial and insurance) and serve as a practical way of MAG implementing the Charity Governance Code (CGC), specifically Principle 5 of the CGC: Board effectiveness.

Following a review in 2022, 2023 saw the number of Board committees increase from three

to five: a People, Culture and Remuneration Committee (which met during 2023), and a Fundraising Committee (which held its first meeting in Q1 2024).

#### Board meetings

The Company Secretary submits a full agenda and background papers in advance via Diligent Board software.

In addition to the business meetings, where possible, trustees will spend time together over dinner before a hybrid meeting and at biannual Board Away Days.

The Chair, Vice Chair, Treasurer and Chairs of Board Committees (MAG Officers) meet regularly between Board meetings and Trustees are able, where appropriate, to take independent professional advice if it helps them to fulfil their role.

The role of the MAG Officers is primarily to help prepare board/committee meetings, and to keep abreast of developments to fulfil their chairing responsibilities.

Where requested, MAG Officers will act as a sounding board for the Chief Executive or Chair. MAG Officers will carry out other specific aspects of the charity's business only as authorised by the Board.

One outcome of the 2024 external Governance Review

saw the disbandment of formal MAG Officers meetings. This was replaced by regular informal meetings that all Trustees could attend. The Board has delegated specific responsibilities to five Committees, whose membership comprises a number of trustees appointed on the basis of skills. The Chair of each committee reports back to the Board at its next formal meeting.

#### Audit, Finance & Risk Committee (AFRC)

The Audit, Finance & Risk Committee (AFRC) takes delegated responsibility on behalf of the Board to ensure that MAG's financial resource management is in line with its charitable purposes by providing oversight on the effectiveness and robustness of financial controls to prevent fraud and financial crime.

The committee ensures that MAG operates as a Going Concern through the monitoring of the current and projected financial positions and ensuring that appropriate accounting practices are in place. In addition, the committee implements appropriate assurance mechanisms through internal and external audit, review of reports and monitoring of corrective

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action plans. The committee also have oversight of MAG's Risk Management Framework to ensure that it is effective and fit for purpose. The AFRC also has oversight of MAG's public fundraising activities.

#### Fundraising Committee (FC)

The Fundraising Committee (FC) supports the overall aim of sustainable and ethical restricted and unrestricted income growth in fundraising; ensuring MAG has an effective fundraising strategy and its overall approaches to raising strategic, sustainable funds is optimal to deliver strategic aims, related workstreams, objectives and outcomes.

The FRC advises and supports the Director of Global Fundraising in developing and maintaining an ethical donations policy, including input into high-risk decisions and approaches. The FRC makes recommendations to the Board on any significant changes in fundraising policy or strategy.

#### Governance, Nomination and Review Committee (GNRC)

The Governance, Nominations and Review Committee (GNRC) takes delegated responsibility on behalf of the Board to exercise general oversight with respect to the governance of the Board.

The committee reviews the qualifications of and recommends to the Board proposed nominees for election to the board and committees.

GNRC evaluates and recommends to the board charity governance practices and oversees the framework for assessment of board performance and the self-evaluation. GNRC oversees risks within its scope of responsibility as delegated by the board and oversees the charity's complaints management system and its effectiveness.

#### Health, Safety, Security and

## Our Diversity Goals

MAG's mission is driven by its staff, donors and the communities we work with around the world.

They have shaped MAG to be a global charity, made up of people from a huge variety of nationalities, ethnicities, experiences and faiths (and none); and socio-economic backgrounds, as well as people who bring their very individual and unique experiences.

The MAG Board believes reflecting this diversity in our leadership is an essential underpinning of strong

governance and responsible decision making. Therefore, in selecting Trustees, our aspiration is to meet the needs of MAG as a complex, global charity and ensure the individuals who make up MAG's Board collectively provide the diversity of skills, experience and backgrounds to reflect MAG, its work and its values.

We will continue to work on being more representative and inclusive whilst still ensuring we collectively provide the leadership and skills MAG needs to fulfil its mission and safeguard our communities.

#### Safeguarding Committee (HSC)

The Board of Trustees has ultimate responsibility for ensuring that MAG is compliant with legal requirements in the UK and with local country laws and best practice.

This is operated through HSC to communicate, promote and oversee health, safety, security and safeguarding in MAG HQ and overseas.

HSC also hold delegated responsibility to ensure MAG maintains effective health, safety, security and safeguarding policies, procedures, and practices. The committee reviews control methods, including risk analysis and mitigation strategies in place. In addition, the HSC supports the Board in fulfilling its legal duty to ensure the above in respect of MAG staff and assets worldwide.

The HSC oversees risks within its scope of responsibility as delegated by the Board.

An external Health and Safety Consultant is appointed to the role of MAG's "Competent Person". They attend HSC meetings to provide expert advice.

Members of the Board must ensure that:

- health and safety arrangements

are adequately resourced;

- they obtain competent health and safety advice;
- risk assessments are carried out;
- employees or their representatives are involved in decisions that affect their health and safety;
- health and safety performance of the organisation is reviewed at least once a year
- MAG adheres to the policy and standards set out in our Safeguarding Framework
- We have robust systems for monitoring and reporting on any safeguarding concerns.

#### People, Culture and Remuneration Committee (PCRC)

PCRC takes delegated responsibility on behalf of the board to provide assurance that MAG has an effective People & Culture Strategy in place and that its overall approaches to people management support the delivery of its strategic aims.

The PCRC review and approve the Chief Executive's and Leadership Team's remuneration packages; approves major changes to MAG's remuneration policy and principles, and recommends these to the board, review and



- assists Board oversight and review of the risk management framework, risk appetite and internal controls;
- has oversight of the review of MAG's governance structures suitability and effectiveness; and
- supports the Board and leadership team in developing and championing a strong and appropriate risk management culture across all operations of MAG.

#### Security

- Is the Board's primary point of contact regarding security matters, ensuring that the Board is apprised of incidents and the management response thereto;
- has oversight of the reporting to the Charity Commission of serious incidents relating to security; and
- supports the Crisis Management Team (CMT).

#### Safeguarding

- Is the Board's primary point of contact regarding safeguarding matters, ensuring that the Board is apprised of any incidents, which take place and the management response thereto;
- has oversight of the reporting to the Charity Commission of serious incidents relating to safeguarding and wellbeing.

#### Diversity Champion

- Provides expertise to the Board on the promotion of MAG's drive to embed a strong culture, strategy and action plans of best practice and compliance in diversity; and
- attends the Staff Assembly

#### Board Evaluation and Appraisal

- The Board undertakes an annual skills and aptitudes self-appraisal skills and exercise.
- The chair undertakes an annual appraisal meeting with each trustee focussing upon goals and focus.
- The chair's annual appraisal is undertaken by the vice chair

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following feedback from all members of the board.

► A triennial independent evaluation of board effectiveness is undertaken. The latest independent evaluation was conducted during 2024 by two consultants from the Centre for Charity Effectiveness (CCE) from Bayes Business School (formerly Cass). Their findings were reported to and discussed by the Board in October 2024.

### Declarations of Interests

Trustees must meet the HMRC fit and proper persons test and must declare all relevant interests. Prior to appointment, trustees are also required to complete a Trustee Automatic Disqualification Declaration. This form is used by MAG to ensure that individuals who hold, or who are applying for, a trustee position are not disqualified from holding that position.

Under both charity law and company law, trustees of charitable companies must take careful steps to disclose interests and to manage conflicts of interest. All trustees have a legal duty to act in the Charity's best interests, including the avoidance of situations where their duty to the charity conflicts with their personal interests or loyalty to any other person or body.

Under company law, a trustee of a charitable company must avoid a situation in which he or she has, or can have, a direct or indirect interest that conflicts, or possibly may conflict, with the interests of the company. The Charity Commission expects trustees to follow three steps to manage conflicts of interest:

- Identify conflicts of interest
- Prevent conflicts of interests from affecting the decision
- Record conflicts of interest.

Failure to act properly where there is a conflict of interest is a breach of the trustees' legal responsibilities.

Other standard-setting bodies

have defined rules and procedures, for example, the Committee on Standards in Public Life, which has stated that office-holders should declare any private interests relating to their public duties.

All trustees must complete a Trustee Automatic Disqualification Declaration form and Conflicts of Interest Declaration form either prior to or at the time of appointment.

MAG requires trustees to declare their interests on appointment; or, where they acquire an interest subsequent to their appointment.

A declaration of interests form is provided for this purpose and the Company Secretary maintains a Register of Trustees' Interests.

There are five occasions when MAG requires trustees to declare potential conflicts:

- **Pre-selection:** any prospective trustee is requested by the Company Secretary to complete a 'Contact and Interests' form prior to confirmation of appointment in order that any relevant issues may be taken into account before confirming their appointment. An additional form is required to be completed by all trustees prior to appointment: Trustee Automatic Disqualification Declaration. This form is used by MAG to ensure that individuals who hold, or who are applying for, a trustee position are not disqualified from holding that position.
- **On arrival:** every new trustee is required to complete a Declaration of Interests form at the time of appointment.
- **Annually:** During each Annual Retirement Meeting, trustees are asked to make statements of interests including any conflict other than those already stated.

- **When anything significant changes:** new matters should not await an annual declaration before being notified. It is the responsibility of each individual trustee to proactively declare any matters which they feel may present actual or potential conflicts, or the

perception of such conflicts.

- **Verbally at any meeting where specific relevant conflicts may arise:** trustees must i) Identify conflicts of interest i.e. declare conflicts at the start of a meeting ii) Prevent conflicts of interests from affecting the decision i.e. withdraw from that part of the meeting iii) Record conflicts of interest i.e. in the meeting minutes. Failure to act properly where there is a conflict of interest is a breach of the trustees' legal responsibilities.

In the event of a declaration by a trustee, the Articles of Association provide that:

- A conflict should be declared at the earliest opportunity.
- A trustee who declares an interest should leave the meeting to allow the other trustees to decide whether her/his/their absence is necessary or appropriate.
- The other trustees should agree how to deal with the conflict, for instance by allowing the conflicted trustee to speak on the matter but not vote.
- The process must be properly minuted.

### Compliance with Trustees' Duties under Section 172(1) of the Companies Act 2006

As a large Charitable Company, MAG is required to report on how trustees discharge their duty to promote the best interests of the charity whilst having regard to the matters in section 172(1) (a) to (f) of the Companies Act 2006. In carrying out their duties, the Trustees have regard (amongst other matters) to:

#### a) the likely consequences of any decision in the long term

Trustees monitor MAG's financial position throughout the year to balance the twin objectives of maintaining reserves and programme delivery.

When considering new initiatives, the trustees consider the financial and capacity implications cognisant of the long-term consequences of



their decisions.

#### b) the interests of the charity's employees

Trustees receive regular updates on matters of People & Culture through the People, Culture, Remuneration committee. The board reviews the MAG philosophy of people development, career progression and reward to enable our staff to fulfil potential.

#### c) the need to foster the charity's business relationships with suppliers, customers and others

MAG's work is underpinned by the support of institutional and philanthropic donors including companies, trusts and foundations, and individual donors.

We nurture strong mutually beneficial partnerships, which not only meet contractual requirements, build long term engagement.

Our procurement processes are designed to create sustainable relationships with suppliers, resilience in our supply chain and ensure robust control over the expenditure in a best value framework.

#### d) the impact of the charity's operations on the community and the environment

The needs of the communities in which we work are our raison d'être with safeguarding at the core of all we do. Our safeguarding, financial and incident management

processes ensure robust reporting of Serious Incidents to the Charity Commission.

MAG remains committed to reducing our environmental impact through continual improvement of our environmental performance, compliance with ISO 14001:2015 and relevant environmental legislation.

Through our Environmental Policy MAG recognises the importance of the impact of our activities and seeks to conserve energy and minimise waste in all activities.

Where practicable, we consider the 'sustainability' of resources and materials procured. Social and environmental effects in procurement is given equal weighting to economic considerations where practical.

#### e) maintaining a reputation for high standards of business conduct

MAG's procurement and related policies ensure our values are key in the selection of suppliers and partners.

Our values and the behaviours are embedded in trustee and staff recruitment, induction and appraisal procedures. MAG's anti-corruption strategy requires all suppliers, partners, trustees and employees to adhere to the code of conduct regarding fraud, bribery and nepotism.

## MAG America

Since Spring 2024, it has done business as MAG US. The name change does not affect it as a legal entity. It is a US registered 501c3 tax exempt (number 2-2302253) nonprofit organisation with a registered office of 1233, 20th Street NW, Suite 640, Washington, DC 20036.

MAG is the sub-recipient of MAG America's grant funding with all activities conducted through a Memorandum of Understanding for joint activities in humanitarian mine action.

MAG America raises funds to support MAG's work and awareness of the impact of landmines and ordnance. Funding decisions are made by MAG America's Board of Directors, which is independent of MAG. All operations are regulated by contract.

## MAG Belgium

MAG Belgium is a Belgium registered not-for-profit association (number 0761.810.878) registered in the Brussels-Capital Region, the Kingdom of Belgium and exists to facilitate joint working through EU funding post-Brexit.

A Memorandum of Understanding enables joint activities in the support and implementation of humanitarian mine action.

## MAG Poland

Following Board approval in October 2022, MAG Poland (KRS:0001011610) was established in January 2023 with the legal form of a Foundation. It is currently dormant.

It was established to create a staging point for deployment into Ukraine; be a point of coordination should the conflict in Ukraine require partial or full evacuation of staff from Ukraine and be a location for back-office services as required.



## Handling of Complaints

MAG is committed to implementing procedures, which provide safe, accessible and effective channels for individuals to exercise their right to raise complaints.

MAG will ensure all complaints are investigated appropriately, lessons are learned, and actions are taken to prevent a recurrence. Complainants will always receive a prompt acknowledgement of their complaint, be kept informed about how their complaint is being handled throughout the process and provided with feedback on the outcome.

MAG is committed to the **Core Humanitarian Standard (CHS) nine commitments** to communities and people affected by crisis.

### Quality Criterion

Complaints are welcomed and addressed. For all general complaints, concerns or reports that relate to whistleblowing, safeguarding or fraud, the Reporting Coordinator should be contacted.

By email: [reporting@magnetinternational.org](mailto:reporting@magnetinternational.org) or for fundraising complaints on [fundraising@magnetinternational.org](mailto:fundraising@magnetinternational.org)

By phone: please ring +44 (0)161 236 4311 and ask to speak to the Reporting Coordinator.

By post: if you are writing to us with a complaint, please mark your letter for the attention of the Reporting Coordinator.

Our postal address is:  
**MAG, Suite A, Department XYZ, 2 Hardman Boulevard, Spinningfields, Manchester, M3 3AQ, UK.**

Please note: alternative reporting mechanisms are advertised across each of our country programmes – please get in touch for details.

Please mark your email as confidential. It will be treated with discretion, logged and forwarded to the relevant and most appropriate person. You may write your email in any language, and we will arrange translation.

You can submit an anonymous email, but we may find it difficult to look into your concern without further details. If you would prefer to speak to a member of staff, rather than sending sensitive details in an email, then please request this by highlighting which area of concern it relates to e.g. safeguarding or fraud etc. One of us can call you back.

All complaints will be acknowledged within three working days, other than in exceptional circumstances. We will also indicate when you can expect to be informed about the outcome of your concern or, what type of process we will follow

to look into the issue further. In some sensitive cases, MAG may need to reserve the right to keep any action taken as confidential.

If the complaint is about an issue that falls outside of MAG's control, where possible, you will be assisted to re-direct your complaint appropriately.

### Fundraising Complaints

MAG follows the Fundraising Regulator Promise which outlines the commitment to donors and the public. Our registration signals our commitment to ensure our fundraising is legal, open, honest and respectful. The standards for fundraising are set out in the Code of Fundraising Practice.

### Reporting

A report on any fundraising related complaints is reviewed by the Fundraising Committee every quarter.

There is also a report on received complaints for the Governance, Nominations and Review Committee (GNRC) every quarter on the number and type of complaints received and processed, the responses given, the number of decisions, which have been appealed, the outcome of appeals, and lessons learned. A report on all complaints received by MAG is presented to the Board annually.



# Financial Review

The financial statements presented in this Annual Report represent the year ended 31 December 2024 and comparative figures are in relation to the year ended 31 December 2023. The financial statements of the charity company can be found on pages 74 to 87.

## Overview

During 2024, MAG continued to operate in a challenging macroeconomic context. External factors such as security and access issues affected our ability to deliver programme activity in certain regions along with reduction in donor budgets and foreign exchange volatility.

Total income for the year was

**£99.3m** which represents an 8% increase in income (2023: £91.9m).

This increase was largely driven by an increase in institutional funding from the US, UK & German governments, with new programmes established in Jordan, El Salvador, Kenya & Tanzania, offset by smaller funding reductions from other donors.

German governments, with new programmes established in Jordan, El Salvador, Kenya & Tanzania, offset by smaller funding reductions from other donors.

Total net expenditure for the year was **£0.2m** (2023: £0.5m), due to a decrease in unrestricted support for regions following a successful programme restructure. Income from donations, legacies and other trading activities reduced to **£0.7m** due to the ongoing cost of living crisis and a lower level of legacies being recognised (2023: £1.2m).

Unrestricted operating funds stand at **£6.0m** (2023: £5.6m). In arriving at its view of unrestricted reserves, the Board makes such transfers as it considers necessary from unrestricted operating

funds to unrestricted designated funds. During 2024, the Global Interagency Security Forum (GISF) became a separate legal entity, and the Designated GISF fund balance was transferred out. As at the end of 2024 the balance of this fund was **£0** (2023: £0.5m).

As described below, the Board and Leadership Team have developed robust financial strategies to ensure that the required levels of unrestricted or free reserves are earned and maintained. MAG calculates its unrestricted reserves as unrestricted operating funds less the net book value of tangible assets, which at 31 December 2024 stands at **£5.7m** (2023: £5.3m).

Cash balances stand at **£29.5m** (2023: £22.8m) which largely consists of donor payments received in advance of disbursement. The majority of cash is held in UK accounts and funds are transferred to overseas programmes to cover short-term working capital needs as part of MAG's global treasury management

## Commitment and support from our donor base is strong



floor of £4.7m is approved in the reserves policy.

## Investment

To date the funding of MAG's activities and the need to access cash flow have not allowed long-term investments. MAG currently only invests funds in short-term deposits providing market rate interest.

## Going Concern

The trustees consider MAG to be operating on a going concern basis due to the number, value and financial viability of contracts secured through to September 2026 in addition to prudent

assumptions on the anticipated level of business throughout this period. MAG has adequate resources to continue in operational existence for the foreseeable future (being at least 12 months from the date of approval of these financial statements), cash headroom has been analysed and is appropriate to current and forecast business levels. During early 2025 the US Government issued Stop Work orders and future grant funding was frozen, subsequently unfrozen and work then continued, with a small number of contract terminations. Scenario analyses were performed which modelled a best-case, mid-case and worst-case scenario,

based on continued US funding at current levels, zero US funding from July 2025 and zero US & UK Government funding when current UK contracts end in April 2026. Minimum unrestricted cash headroom of £5.0m was forecast based on the worst-case scenario in May 2026. The Trustees, therefore, consider that the going concern assumption is an appropriate basis on which to prepare these financial statements.

## Principal financial risks to be managed in the year ahead

### Global Macroeconomic Volatility

The conflict in Ukraine has driven

an increase in global inflation which has created a continuing global cost-of-living crisis. MAG has committed to a number of actions to increase and diversify income and optimise cost base to ensure long term financial sustainability.

## Reduction in Funding from the US Government

The decision by the US Government to reduce overseas assistance in January 2025 has cast new uncertainty on the historic levels of funding that MAG has received from the US State Department's Office of Weapons Removal and Abatement.

**Continued on Page 66**

#### Continued from Page 65

MAG's associated US entity, MAG US, is driving intensive engagement efforts to ensure continued bipartisan support for funding levels by demonstrating how MAG's work aligns with US foreign policy interests.

#### Diversion of Overseas Development Assistance (ODA) Funding

Throughout 2024, in response to ongoing conflict (Ukraine, Gaza) and other factors, European governments have been diverting, and in some cases reducing their foreign aid budgets. The Director of Policy and Strategic Partnerships continued to ensure strategic donor representation at Leadership Team level along with the appointment of a Head of Europe role as a strategic focal point for European donor relations in mid-2024.

In 2024, MAG launched an ambitious five-year Fundraising strategy, which included an investment of £2.3m in fundraising staff capacity over that period. The strategy aims to diversify and grow our unrestricted funding to address the macroeconomic and institutional funding changes. At the time of writing, the fundraising strategy is under review in light of the changes in the external environment, including the US policy changes.

#### Contractual Compliance

MAG's operating model involves the receipt of donor income and the delivery of its mission across a large number of diverse contracts.

The need to manage the risk that MAG fails to deliver effectively against donor contractual obligations requires management of a broad range of risks to ensure timely delivery of commitments within budget.

Day-to-day programmes ensure the routine monitoring and management of contractual risks.

Material issues and incidents



are escalated to the appropriate management level as soon as identified. The Board Committees (AFRC, HSC and GNRC) oversee all contract-related risks including a range of technical, personnel and operational risks.

#### Bribery and Corruption

MAG operates in areas where the risk of bribery and corruption is considered to be high.

The Board and Leadership Team recognise that bribery and corruption are contrary to the fundamental values of integrity, transparency and accountability

and undermines organisational effectiveness.

MAG has necessary policies and procedures (including frameworks relating to financial crime, procurement, personal conduct, gifts & hospitality, conflict of interests, whistleblowing, and finance/HR) to reduce incidences of bribery and corruption to the lowest possible levels and to ensure proper reporting and sound management of any events which come to light.

The AFRC monitors bribery and corruption-related risks..

#### Sanctions

MAG's work exposes it to risks associated with territories, persons or entities which may be subject to frequently changing and complex restrictions under sanctions laws and regulations.

Non-compliance would result in a criminal offence with significant operational, financial and reputational damage to MAG.

MAG is committed to complying with all relevant sanctions laws imposed by; the United Nations Security Council; the US Office of Foreign Assets Control (OFAC); the UK Office of Financial Sanctions

Implementation (OFSI); the European External Actions Service (EEAS); and individual donor governments.

The cross-department Sanctions working group advise on the internal Sanctions policy and associated procedures, monitor and assess risks and report on relevant matters to Leadership Team.

#### Foreign Exchange Risk

MAG operates in a multi-currency environment, receiving income and making payments in currencies other than its functional currency.

MAG is exposed to both

translation and transaction foreign exchange risk.

MAG manages its foreign exchange exposure on a net basis and mitigates these risks through prudent budget preparation, internal matching of currency flows and the use of treasury instruments.

The development of a long-term foreign exchange strategy and potential use of foreign currency hedging products to lower transaction risk is being explored with our financial services partners.

If a combination of the above actions is not sufficient to mitigate the exposure, then foreign currency fluctuations may adversely affect MAG's results and financial position.

#### Liquidity Risk

MAG is exposed to liquidity risk as the profile of donor receipts may not coincide with outflows.

In order to mitigate liquidity risk, MAG manages the flows of funds to programmes centrally and considers the impact of contracting activity on current and future liquidity as well as on long-term financial resilience.

MAG has access to a UK Export Finance credit facility supported by Barclays in order to manage the risk of unrestricted cash deficits arising where donors are contracted to pay in arrears.

Current and forecasted use of the facility is monitored and reported to AFRC on a quarterly basis.

#### International Tax

Recent developments in a number of countries where MAG operates mean that previously granted local tax exemptions and waivers for international NGO staff are gradually being removed.

MAG works with external providers on an ongoing basis to address risks related to MAG's current international tax obligations. Provision has been made for potential backdated liabilities relating to FY24 and prior years.

# Statement of Trustees' Responsibilities

The Trustees (who are also directors of the Mines Advisory Group for the purposes of company law) are responsible for preparing the trustees' annual report (including the strategic report) and the financial statements in accordance with applicable law and United Kingdom accounting standards (United Kingdom Generally Accepted Accounting Practice) including FRS 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 these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that disclose with



reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006.

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 corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware;
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information; and
- the confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

The Trustees' Report, including the Strategic Report, was approved by the board and signed on its behalf by

**Julia Palca**  
Chair of the Board of Trustees  
29 September 2025



## Reference & Administrative Details of the Charity, its Trustees and Advisers

➤ **Ms Julia Palca**, Chair

➤ **Mr John Malik**, Vice Chair (until March 2025), Trustee Risk Management Focal Point and Member of the Audit, Finance & Risk Committee (AFRC)

➤ **Ms Sonia Bate**, Member of the Fundraising Committee (FC), the Governance, Nominations and Review Committee (GNRC) and the People, Culture and Renunderation Committee (PCRC) (resigned July 2024)

➤ **Mr Patrick Costello**, Member of the GNRC (appointed July 2024)

➤ **Mr Khaleel Desai**, Diversity Champion and Member of the GNRC and PCRC

➤ **Ms Renata Dwan**, Chair of the GNRC (from March 2025) and Member of the HSC

➤ **Ms Judith Greenwood**, Chair of the GNRC (until March 2025), Safeguarding Trustee Focal Point (until March 2025) and Member of the HSC (resigned June 2025)

➤ **Ms Nesta Hatendi**, Safeguarding Trustee Focal Point (from March 2025) and Member of AFRC and HSC

➤ **Mr Peter Jones**, Vice Chair (from March 2025) and Member of the AFRC

➤ **Ms Harbinder Kaur**, Chair of the PCRC and member of the GNRC

➤ **Mr Chris Kemp**, Chair of the Health, Safety, Security and Safeguarding Committee

(HSC) and Board Security Focal Point (resigned July 2024)

➤ **Ms Frances Milner**, Chair of the FC, Board Fundraising and Communications Focal Point and member of the AFRC

➤ **Prof. Bertrand Taithe**, Member of the GNRC (resigned July 2024)

➤ **Ms Angela Mulholland-Wells**,

Chair of the AFRC and Treasurer

➤ **Mr Mark Grant**, Chair of the

Health, Safety, Security and

Safeguarding Committee (HSC)

and Board Security Focal Point

(appointed July 2024)

**Note:** The role and function of

committees are set out on Pages

57-59.

➤ **Mr Julian Mason**, Director of Governance and Business Transformation

➤ **Ms Ria Ntabejane**, Director of Finance

### Company Secretary:

➤ **Mr Julian Mason**

### Independent Auditor:

➤ **Deloitte LLP**, 100 Embankment, Cathedral Approach, Manchester, M3 7FB

### Bankers:

➤ **Barclays Bank UK plc**, 1 Churchill Place, Canary Wharf, London, E14 5HP

### Solicitors:

➤ **Stephenson Harwood LLP**, 1 Finsbury Circus, London, EC2M 7SH

### Registered and Principal Office:

➤ Suite 3A, South Central, 11 Peter Street, Manchester, M2 5QR. From 23 June 2025: Suite A, Department XYZ, 2 Hardman Boulevard, Spinningfields, Manchester, M3 3AQ

➤ Company Number: **04016409**

➤ Registered Charity Number: **1083008**

## Independent auditor's report to the members of The Mines Advisory Group

# Our Auditors say . . .

### REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

#### Opinion

In our opinion the financial statements of Mines Advisory Group (the 'charitable company'):

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2024 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, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements which comprise:

- the statement of financial activities;
- the balance sheet;
- the statement of cash flows; and
- the related notes 1 to 25.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our

responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's (the 'FRC's') Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Conclusions relating to going concern

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

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

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

#### Other information

The other information comprises the information included in the annual

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

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

We have nothing to report in this regard.

#### Responsibilities of trustees

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



due to fraud or error.

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

#### Auditor's responsibilities for the audit of the financial statements

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

to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

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

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

We considered the nature of the charitable company's industry and its control environment, and reviewed the charitable company's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also enquired of management and the trustees

about their own identification and assessment of the risks of irregularities, including those that are specific to the charitable company's business sector.

We obtained an understanding of the legal and regulatory framework that the charitable company operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included UK Charities Act, UK Companies Act; and

- do not have a direct effect on the financial statements but compliance with which may be fundamental to the charitable company's ability to operate or to avoid a material penalty. These included the charitable company's overseas operating licences and the Charity Commission for England and Wales (Charity Commission) regulations.

We discussed among the audit engagement team regarding the opportunities and incentives that may exist within the organisation for fraud and how and where

**Continued on Page 73**



#### Continued from Page 71

fraud might occur in the financial statements.

As a result of performing the above, we identified the greatest potential for fraud or non-compliance with laws and regulations in the following areas, and our procedures performed to address them are described below:

- income entitlement is dependent on compliance with grant agreement terms and conditions. We consider the risk to be related to the recognition of income in line with those agreements and the Charity SORP requirements. To address this risk, we have reviewed the control environment governing the recognition of income, and further, we have tested a sample of grant income to contract documents, assessed whether the performance conditions contained within have been met, and traced cash receipts to bank statements, to test whether income has been accurately recognised in the financial statements; and

- expenditure validity is likewise linked to grant agreement terms and conditions, and we consider the risk to be related to appropriate recording of expenses within the correct grant project. To address this risk, we have reviewed the control environment governing the recognition of expenditure, and further, we have tested a sample of expense items to contract documents, invoices, appropriate authorisation and cash payments.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and

evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statement disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- enquiring of management concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations; and
- reading minutes of meetings of those charged with governance.

#### REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

##### Opinions on other matters prescribed by the Companies Act 2006

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

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

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 any material misstatements in the strategic report or the directors' report included within the trustees' report.

#### Matters on which we are required to report by exception

Under the Companies Act 2006 we are required to report in respect of the following matters if, in our opinion:

- adequate accounting records have not been kept by the charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company 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.

We have nothing to report in respect of these matters.

#### Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006.

Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose.

To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

*Nicola Wright*

##### Nicola Wright (Senior statutory auditor)

For and on behalf of Deloitte LLP  
Statutory Auditor  
Newcastle upon Tyne, UK  
30 September 2025

# Financial Statements

**The Mines Advisory Group - Company Limited by Guarantee**  
**Statement of Financial Activities (including income and expenditure account)**  
**for the year ended 31 December 2024**

FUNDS:	Year ended 31 Dec 2024			Year ended 31 Dec 2023		
	Note	Unrestricted £'000	Restricted £'000	Total £'000	Unrestricted £'000	Restricted £'000
<b>INCOME FROM:</b>						
Charitable activities	5	-	98,136	98,136	-	90,149
Donations and legacies	6	694	183	877	1,074	112
Other trading activities	7	3	9	12	2	9
Investments	8	4	3	7	3	3
Other income	9	157	84	241	456	110
<b>TOTAL INCOME</b>		<b>858</b>	<b>98,415</b>	<b>99,273</b>	<b>1,535</b>	<b>90,383</b>
<b>EXPENDITURE ON:</b>						
Raising funds	10	606	-	606	594	-
Charitable activities	10	10,783	87,648	98,431	10,564	81,244
<b>TOTAL EXPENDITURE</b>		<b>11,389</b>	<b>87,648</b>	<b>99,037</b>	<b>11,158</b>	<b>81,244</b>
<b>NET INCOME/ (EXPENDITURE):</b>						
Transfer between funds	16	(10,531)	10,767	236	(9,623)	9,139
<b>NET MOVEMENT IN FUNDS</b>		<b>(10,268)</b>	<b>(10,735)</b>	<b>(467)</b>	<b>8,952</b>	<b>(8,952)</b>
<b>RECONCILIATION OF FUNDS:</b>						
Total funds brought forward	16	6,199	181	6,380	6,870	(6)
Net movement in funds for the period		(263)	32	(231)	(671)	187
<b>Total funds carried forward</b>	<b>16</b>	<b>5,936</b>	<b>213</b>	<b>6,149</b>	<b>6,199</b>	<b>181</b>
There were no other recognised gains or losses other than those listed above and the net income for the period. All income and expenditure derives from continuing activities. The notes on Pages 77 to 88 form part of these financial statements.						

**The Mines Advisory Group - Company Limited by Guarantee**  
**Balance Sheet**  
**as at 31 December 2024**

	Note	31 Dec 2024 £'000	31 Dec 2023 £'000
<b>FIXED ASSETS</b>			
Tangible assets	13	256	308
<b>CURRENT ASSETS</b>			
Debtors due within one year	14	7,378	6,515
Cash at bank and in hand		29,489	22,832
		<b>36,867</b>	<b>29,347</b>
<b>CURRENT LIABILITIES</b>			
Amounts falling due within one year	15	(29,453)	(23,275)
Provisions	16	(1,521)	-
		<b>(30,794)</b>	<b>(23,275)</b>
<b>NET CURRENT ASSETS</b>			
		5,893	6,072
<b>NET ASSETS</b>			
		<b>6,149</b>	<b>6,380</b>
<b>FUNDS</b>			
Unrestricted funds - General	17	5,936	5,641
Unrestricted funds - Designated	17	-	558
Restricted funds	17	213	181
<b>TOTAL FUNDS</b>	<b>18</b>	<b>6,149</b>	<b>6,380</b>
The notes on Pages 77 to 88 form part of these financial statements. These financial statements of <b>The Mines Advisory Group (Company number 04016409)</b> were approved by the Board of Trustees and authorised for issue on 29 September 2025.			
Signed on behalf of the Board of Trustees			
			
Julia Palca Chair of the Board of Trustees			

**The Mines Advisory Group - Company Limited by Guarantee**  
**Statement of Cash Flows**  
**for the year ended 31 December 2024**

	Year ended 31 Dec 2024 £'000	Year ended 31 Dec 2023 £'000
<b>Net cash flows from operating activities</b>	9,476	949
<b>Cash flows from investing activities</b>		
Interest received (see Note 8)	7	6
Purchase of plant and equipment (see Note 13)	(2,743)	(3,161)
<b>Net cash flows from investing activities</b>	(2,736)	(3,155)
<b>Net increase/(decrease) in cash and cash equivalents</b>	6,740	(2,206)
<b>Cash and cash equivalents at beginning of period</b>	22,832	25,830
<b>Change in cash and cash equivalents due to exchange rate movements</b>	(83)	(792)
<b>Cash and cash equivalents at end of period</b>	<b>29,489</b>	<b>22,832</b>
<b>Analysis of cash and cash equivalents</b>		
Cash in hand	339	392
Bank accounts and Notice deposits (less than 3 months)	29,150	22,440
<b>Total cash and cash equivalents</b>	<b>29,489</b>	<b>22,832</b>
<b>Reconciliation of net expenditure to cash generated by operations:</b>		
Net expenditure for the period	(231)	(484)
<i>Adjustments for:</i>		
Interest receivable	(7)	(6)
Decrease in cash and cash equivalents due to exchange rate movements	83	792
Depreciation charges	2,795	3,196
Provisions	1,521	0
Operating cash flows before movement in working capital	4,161	3,498
(Increase)/Decrease in debtors	(863)	893
Increase/(Decrease) in creditors	6,178	(3,442)
Cash generated by operations	9,476	949

## Notes to the financial statements

### 1 LEGAL STATUS OF THE CHARITY

The Mines Advisory Group (MAG), a public benefit entity, is incorporated in England and Wales as a company limited by guarantee not having a share capital. There are currently 11 Trustees who are also the members of the company. Each member has undertaken to contribute to the assets in the event of winding up a sum not exceeding £1. The charity is a registered charity. The registered office is given on Page 69.

### 2 BASIS OF ACCOUNTING

The financial statements are prepared under the historical cost convention, in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities (SORP 2019)" applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

### 3 ACCOUNTING POLICIES

The principal accounting policies are set out below:

#### 3.1 Preparation of financial statements - going concern basis

The trustees consider MAG to be operating on a going concern basis due to the number, value and financial viability of contracts secured through to September 2026 in addition to prudent assumptions on the anticipated level of business throughout this period. MAG has adequate resources to continue in operational existence for the foreseeable future (being at least 12 months from the date of approval of these financial statements), cash headroom has been analysed and is appropriate to current and forecast business levels. During early 2025 the US Government issued Stop Work orders and future grant

funding was frozen, subsequently unfrozen and work then continued, with a small number of contract terminations. Scenario analyses were performed which modelled a best-case, mid-case and worst-case scenario, based on continued US funding at current levels, zero US funding from July 2025 and zero US & UK Government funding when UK contracts end in April 2026. Minimum unrestricted cash headroom of £5.0m was forecast based on the worst case scenario in May 2026. The Trustees consider that the going concern assumption is an appropriate basis on which to prepare these financial statements.

#### 3.2 Income recognition

Income from charitable activities, including income received under contracts and grants where entitlement to funding is subject to specific performance conditions, is recognised as earned (as the related goods or services are provided). Performance conditions may be stipulated explicitly by the client or donor, or may be implicit as per MAG's operational proposal.

Grant income included in this category provides funding to support activities and is recognised where there is entitlement, probability of receipt and the amount can be measured reliably.

Income is deferred when the donor has imposed conditions which must be met before the charity has unconditional entitlement or the donor has specified the funds can only be utilised in future accounting periods. In the absence of any stipulation from the funder, multi-annual grants where there is entitlement to income to cover more than one year, are recognised in line with project activity. Donations, legacies and income from other trading activities are recognised where there is entitlement, probability

of receipt and the amount can be measured reliably. Gifts in kind received are accounted for in the Statement of Financial Activities as soon as it is prudent and practicable to do so. They are valued as by the donor in the grant documentation.

Investment income is recognised on a receivable basis. Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

#### 3.3 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure is analysed between the activities in furtherance of the charity's objects, cost of generating voluntary income and support costs. Expenditure is recorded in the financial statements in the period in which it is incurred, adjusted for creditors and accruals where material, and is inclusive of any VAT which cannot be reclaimed.

Charitable activities include direct costs, salaries and overhead costs of assisting communities affected by conflict overseas. Costs of raising funds include the salaries and overhead costs of UK staff involved in fund-raising and increasing public awareness. Support costs comprise staff, head office and governance costs. The majority of staff and head office costs support charitable activities and are so allocated. Support costs that are fully attributable to that activity are charged directly to that activity. Costs are apportioned to the activity based on the amount of

**Continued on Page 78**

**Continued from Page 77**

staff time absorbed by each activity. Governance costs comprise costs involving the public accountability of the charity and its compliance with regulation and good practice, as well as costs associated with the strategic direction of MAG. These costs include costs related to statutory audit and legal fees.

**3.4 Fund accounting**

Restricted funds are income that has been received and recognised in the financial statements, which is subject to specific conditions imposed by the donor, client or grant making institution. These funds are not available for the Trustees to apply at their discretion. The purpose and use of the restricted funds is set out in note 17. Unrestricted funds are monies received towards the general objectives of the charity as a whole to be spent at the discretion of the trustees. Where contracts accounted for within restricted funds include contributions toward support costs, an appropriate transfer is made between restricted and unrestricted funds.

**3.5 Leasing contracts**

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

**3.6 Foreign currencies**

The functional currency of MAG is considered to be sterling because that is the currency of the primary economic environment in which it operates and these financial statements are presented in pounds sterling. Transactions in foreign currencies are translated into sterling at average monthly rates. Assets and liabilities in foreign currencies are translated into sterling at the rate of exchange

ruling at the balance sheet date. Any gain or loss arising on translation is included in the statement of financial activities.

**3.7 Tangible fixed assets**

Tangible fixed assets in the UK are stated at cost less depreciation. Assets in the overseas programmes costing more than £2,500 are capitalised and depreciated in full in the year of acquisition. Any assets costing less than £2,500 are expensed. Depreciation rates for HQ held assets are as follows:

- Fixtures, Fittings & Equipment – 20-33% straight line
- Motor Vehicles – 25% straight line
- Leasehold improvements – 20% straight line

**3.8 Stock**

Stock represents items purchased by the charity for use in overseas projects where at the time of purchase the individual project has not been identified. Until the respective item is charged to a project, all stock is held at lower of cost or net realisable value.

**3.9 Taxation**

MAG has been granted exemption from tax under Section 478 of the Corporation Tax Act 2010 on its charitable activities as a body established for charitable purposes only.

**3.10 Overseas programmes**

MAG delivers programmes through a number of different legal entities in the countries in which it operates. MAG exercises full management control of all such entities and as such, all overseas branches and entities are incorporated within the financial statements.

**3.11 Financial instruments**

Financial assets and liabilities are recognised when the charity becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are measured at transaction price (including transaction costs), except

for those financial assets classified as at fair value through profit or loss, which are initially measured at fair value (normally the transaction price excluding transaction costs), unless the arrangement constitutes a financing transaction. If an arrangement constitutes a finance transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument. Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Cash at bank and cash in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due. The timing of some severance accruals are uncertain but enough evidence exists to record a liability at the balance sheet date. The charity uses derivative financial instruments to reduce its exposure to foreign exchange risk, in line with the charity's risk management policies; the charity does not enter into speculative derivative contracts.

Derivatives are initially recognised at fair value at the date a derivative contract is entered into and are subsequently re-measured to their fair value at each reporting date. The resulting gain or loss is recognised in the Statement of Financial Activities.

**3.12 Employee benefits**

The charity operates a defined

contribution pension scheme. The pension costs charged in the financial statements represent the contributions payable by the charity during the period. Differences between contributions payable in the period and contributions actually paid are shown as either accruals or prepayments in the balance sheet. Other employee benefits, in particular holiday pay, are measured at estimated liability.

**4 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY**

In the application of the charity's

accounting policies, which are described in note 3, the Trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources.

The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis.

Revisions to accounting estimates are recognised in the period in which the estimate is revised if the

revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

All known material liabilities have been properly included in the financial statements, including provisions for tax, severance and social security liabilities where a liability is considered likely to crystallise.

Other than as outlined in this note and in the accounting policies set out in note 3, the Trustees do not consider there are any critical judgements or sources of material estimation uncertainty requiring disclosure.

**5 ANALYSIS OF INCOME FROM CHARITABLE ACTIVITIES**

Income, all of which is restricted,

was received and recognised from the organisations set out below to carry out MAG's core activity

of achieving a safe future for those affected by armed violence, conflict and insecurity.

	<b>Year ended 31 Dec 2024 £'000</b>	<b>Year ended 31 Dec 2023 £'000</b>
Australian Agency for International Development	429	605
Belgian Ministry of Foreign Affairs	-	204
British High Commission	355	412
Canadian Department of Foreign Affairs, Trade and Development	4,619	3,182
Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ)	(10)	790
Dutch Ministry of Foreign Affairs	2,432	3,692
European Commission	531	663
Fibertek	660	841
Foreign Commonwealth and Development Office (formerly DFID)	8,282	3,593
French Ministry of Foreign Affairs	693	540
German Federal Foreign Office	9,140	6,118
Irish Aid Department of Foreign Affairs and Trade	365	362
Japanese Ministry of Foreign Affairs	1,167	1,273
MAG America	58,164	53,407
Ministry of Foreign Affairs of Finland	311	761
Norwegian Ministry of Foreign Affairs	5,651	7,190
Stichting Vluchteling	496	358
Swedish International Development Cooperation Agency	-	1,238
United Nations Office for the Coordination of Humanitarian Affairs (OCHA)	1	194
United Nations Office for Project Services (UNOPS)	28	406
United Nations Development Programme (UNDP)	1,293	558
Trusts & Foundations	1,777	3,144
Other Miscellaneous Donors	1,752	618
<b>Total</b>	<b>98,136</b>	<b>90,149</b>

**Note**  
Of the £58.1m from MAG America, (2023: £53.4m), £57.8m (2023: £51.1m) had the US Department of State's Office of Weapons Removal and Abatement and £0.3m (2023: £0.96m) had the Office of US Foreign Disaster Assistance as the back donors.

6 ANALYSIS OF INCOME FROM DONATIONS & LEGACIES						
	Year Ended 31 Dec 2024			Year Ended 31 Dec 2023		
	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000
Public Donations, Appeals & Fundraising Events	407	100	507	589	75	664
Regular Giving (including gift aid)	221	2	223	209	5	214
Donations from Trusts, Foundations and Partnerships	9	81	90	10	32	42
Legacies	57	-	57	266	-	266
<b>Total</b>	<b>694</b>	<b>183</b>	<b>877</b>	<b>1,074</b>	<b>112</b>	<b>1,186</b>

7 ANALYSIS OF INCOME FROM OTHER TRADING ACTIVITIES						
	Year Ended 31 Dec 2024			Year Ended 31 Dec 2023		
	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000
Fundraising activities	2	-	2	1	-	1
Merchandise	1	9	10	1	9	10
<b>Total</b>	<b>3</b>	<b>9</b>	<b>12</b>	<b>2</b>	<b>9</b>	<b>11</b>

8 ANALYSIS OF INCOME FROM INVESTMENTS						
	Year Ended 31 Dec 2024			Year Ended 31 Dec 2023		
	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000
Bank interest received	4	3	7	3	3	6

9 ANALYSIS OF OTHER INCOME						
	Year Ended 31 Dec 2024			Year Ended 31 Dec 2023		
	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000
Other income	157	84	241	456	110	566
<b>Total</b>	<b>157</b>	<b>84</b>	<b>241</b>	<b>456</b>	<b>110</b>	<b>566</b>



#### 10 ANALYSIS OF EXPENDITURE

All costs of charitable activities are incurred to carry out MAG's core activity of achieving a safe and secure future for those affected

by armed violence, conflict and insecurity. All support costs relate to charitable activities. Included within support costs are governance costs of £191k

(2023: £128k), being management salaries attributable to the governance of the charity, trustee expenses, audit fees and other professional fees.

	Year Ended 31 Dec 2024			Year Ended 31 Dec 2023		
	Raising Funds £'000	Charitable Activities £'000	Total £'000	Raising Funds £'000	Charitable Activities £'000	Total £'000
<b>Activities undertaken directly</b>						
Overseas programmes - restricted	-	87,648	87,648	-	81,244	81,244
Overseas programmes - unrestricted	-	410	410	-	803	803
<b>Total direct activity expenditure</b>	<b>-</b>	<b>88,058</b>	<b>88,058</b>	<b>-</b>	<b>82,047</b>	<b>82,047</b>
<b>Support costs:</b>						
Staff related costs including travel	360	7,969	8,329	333	7,175	7,508
Premises, IT & Communications	92	765	857	130	917	1,047
Fundraising Events & Advertising	103	-	103	97	-	97
Professional fees & other costs	51	1,491	1,542	34	1,374	1,408
Exchange loss	-	148	148	-	295	295
Total support costs - unrestricted	606	10,373	10,979	594	9,761	10,355
<b>Total Expenditure</b>	<b>606</b>	<b>98,431</b>	<b>99,037</b>	<b>594</b>	<b>91,808</b>	<b>92,402</b>

**11 NET EXPENDITURE FOR THE PERIOD**

Net expenditure is stated after charging:

	Year ended 31 Dec 2024 £'000	Year ended 31 Dec 2023 £'000
Depreciation of tangible fixed assets owned by the charity	2,795	3,196
Foreign exchange loss	83	792
Rentals under operating leases	2,023	1,903
Auditor's remuneration:		
- Fees payable to the charity's auditor for the audit of the charity's financial statements	120	110
- Fees payable to the charity's auditor for other services:		
Grant certification services	46	30
Taxation services	-	-

**12 ANALYSIS OF STAFF AND TRUSTEE COSTS**

The average number of persons employed by the charity during the period was:

	Year ended 31 Dec 2024	Year ended 31 Dec 2023
UK employees:		
- Overseas projects	166	175
- Programme support and administration	98	105
- Fund-raising information and education	9	9
Overseas national employees	5,521	5,300
<b>Total</b>	<b>5,794</b>	<b>5,589</b>
Their aggregate remuneration comprised:	<b>£'000</b>	<b>£'000</b>
Salaries and wages - UK employees (including those overseas)	17,314	17,315
Salaries and wages - Overseas national employees	38,268	36,207
Social security costs	722	726
Pension contribution	268	273
<b>Total</b>	<b>56,572</b>	<b>54,521</b>

There are no payments to temporary staff (2023: nil) which are not included in the notes outlined above.

The number of employees whose emoluments, excluding pension contributions, over £60,000 in the period was:

	Year ended 31 Dec 2024			Year ended 31 Dec 2023		
	UK	Int'l	Total	UK	Int'l	Total
between £60,000 and £70,000 per annum:	9	38	47	7	34	41
between £70,000 and £80,000 per annum:	3	26	29	5	24	29
between £80,000 and £90,000 per annum:	3	15	18	4	18	22
between £90,000 and £100,000 per annum:	7	14	21	-	16	16
between £100,000 and £110,000 per annum:	4	9	13	-	6	6
between £110,000 and £120,000 per annum:	-	1	1	-	-	-
between £120,000 and £130,000 per annum:	-	-	-	1	1	2
between £130,000 and £140,000 per annum:	1	1	2	-	2	2

**Note**  
The key management personnel of the charity are listed on Page 69. The total remuneration (including pension contributions and employers' national insurance) of the key management personnel for the year totalled £841k (2023: £694k).

**13 TANGIBLE FIXED ASSETS**

	Field Assets £'000	Equipment Fixtures & Fittings £'000	Total £'000
<b>Cost</b>			
At 1 January 2024	23,067	1,218	24,285
Additions	2,640	103	2,743
Disposals	-	-	-
<b>At 31 December 2024</b>	<b>25,707</b>	<b>1,321</b>	<b>27,028</b>
<b>Depreciation</b>			
At 1 January 2024	22,755	1,222	23,977
Charge for the year	2,692	103	2,795
Disposals	-	-	-
<b>At 31 December 2024</b>	<b>25,447</b>	<b>1,325</b>	<b>26,772</b>
<b>Net Book Value</b>			
<b>At 31 December 2024</b>	<b>260</b>	<b>(4)</b>	<b>256</b>
<b>Net Book Value</b>			
<b>At 31 December 2023</b>	<b>312</b>	<b>(4)</b>	<b>308</b>

All of the above assets are used in the administration of the charity or in support of its operations.

**14 DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31 Dec 2024 £'000	31 Dec 2023 £'000
Trade debtors	516	144
Prepayments	3,169	1,976
Accrued income	2,736	3,368
Other debtors	957	1,027
<b>Total</b>	<b>7,378</b>	<b>6,515</b>

**15 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31 Dec 2024 £'000	31 Dec 2023 £'000
Trade creditors	1,847	459
Deferred income (see note right)	20,111	15,300
Other taxation and social security	387	364
Derivative financial instruments (see note 20)	-	-
Accruals	658	662
Other creditors	6,450	6,490
<b>Total</b>	<b>29,453</b>	<b>23,275</b>
<b>Deferred income</b>		
Balance as at start of period	15,300	18,903
Amount released to income	(15,300)	(18,903)
Amount deferred in the period	20,111	15,300
<b>Balance as at end of period</b>	<b>20,111</b>	<b>15,300</b>

**Note**  
Deferred income comprises income for charitable activities to be spent in future periods.



## 16 PROVISIONS

	Lebanon NSSF £'000	International tax £'000	Audit disallowances £'000	Total £'000
At 1 January 2024	-	-	-	-
Transfer from other creditors	-	576	99	675
New provisions	1,081	-	123	1,204
Release of unused provisions	-	(358)	-	(358)
Utilisation of provision	-	-	(0)	(0)
At 31 December 2024	<b>1,081</b>	<b>219</b>	<b>221</b>	<b>1,521</b>

During the year, the Lebanese Government revised the exchange rate applied to social security contributions. As a result, MAG is required to settle contributions at the official rate set by the National Social Security Fund ("NSSF"), which is significantly higher than the previously applied rate. Management has recognised a provision of USD 1.3 million (2023: nil) in respect of

additional liabilities arising from this change. The provision reflects the estimated incremental cost of social security contributions for prior periods that are expected to be settled under the revised exchange rate regime. There is, however, uncertainty as to whether all or part of these obligations will ultimately be borne by MAG. In certain circumstances, liabilities to the NSSF may be

transferred to future employers when staff leave. Accordingly, the recognised provision represents management's best estimate at the reporting date, but the final settlement may differ from this amount. The provision will be reviewed at each reporting date and adjusted to reflect developments in legislation, practice, or interpretation by the NSSF.

17 MOVEMENTS IN FUNDS	1 Jan 2024 £'000	Income £'000	Expenditure £'000	Transfers £'000	31 Dec 2024 £'000
<b>Restricted funds analysed by Programme</b>					
<b>Middle East</b>					
Iraq	(4)	11,882	(10,588)	(1,283)	7
Lebanon	20	5,742	(5,234)	(512)	16
Gaza	5	318	(265)	(24)	34
Syria	10	4,745	(4,240)	(514)	1
Jordan	-	24	(12)	(6)	6
<b>East and Southern Africa</b>					
Angola	(8)	4,109	(3,656)	(449)	(4)
Ethiopia	-	16	(11)	-	5
Kenya/Tanzania	-	34	(32)	(2)	-
Somalia	(1)	449	(385)	(63)	-
South Sudan	27	5,260	(4,667)	(617)	3
Zimbabwe	2	1,657	(1,436)	(220)	3
<b>Sahel and West Africa</b>					
Benin	-	1,040	(950)	(89)	1
Burkina Faso	-	1,325	(1,203)	(122)	-
Chad	-	1,096	(983)	(112)	1
Democratic Republic of Congo	16	-	-	(16)	-
Gambia	1	-	-	-	1
Guinea	(2)	-	-	2	-
Guinea Bissau	-	473	(428)	(45)	-
Mali	(4)	92	(79)	(9)	-
Mauritania	-	748	(679)	(69)	-
Niger	(18)	130	(114)	(16)	(18)
Nigeria	15	224	(207)	(16)	16
Sierra Leone	-	47	(46)	(1)	-
Senegal	2	957	(911)	(49)	(1)
West Africa - non-country specific	-	1,239	(1,068)	(170)	1
<b>Asia Pacific</b>					
Cambodia	(44)	5,235	(4,633)	(574)	(16)
Lao PDR	75	9,474	(8,488)	(1,079)	(18)
Myanmar	7	727	(625)	(105)	4
Pacific Islands	-	6	(4)	(2)	-
Papua New Guinea	-	60	(53)	(8)	(1)
Sri Lanka	35	6,688	(6,154)	(539)	30
Vietnam	(36)	9,844	(8,929)	(865)	14
<b>Eastern Europe</b>					
Azerbaijan	-	1,491	(1,355)	(136)	-
Bosnia and Herzegovina	3	2,867	(2,612)	(256)	2
Ukraine	1	14,573	(12,913)	(1,638)	23
<b>Latin America &amp; Caribbean</b>					
Caricom	(1)	857	(741)	(116)	(1)
Ecuador	(2)	2,153	(1,978)	(173)	-
Peru	2	1,547	(1,333)	(213)	3
Paraguay	-	384	(328)	(56)	-
EI Salvador	-	94	(89)	(5)	-
<b>Rest of the World</b>					
UK	77	782	(193)	(565)	101
Libya	3	-	-	(3)	-
GISF	-	26	(26)	-	-
<b>Restricted funds</b>	<b>181</b>	<b>98,415</b>	<b>(87,648)</b>	<b>(10,735)</b>	<b>213</b>
<b>Unrestricted fund</b>					
General	5,641	901	(11,341)	10,735	5,936
Designated Opportunity Fund	-	-	-	-	-
Designated Foreign Exchange Fund	-	-	-	-	-
Designated GISF fund	558	(43)	(48)	(467)	-
<b>Total Unrestricted funds</b>	<b>6,199</b>	<b>858</b>	<b>(11,389)</b>	<b>10,268</b>	<b>5,936</b>
<b>Total funds</b>	<b>6,380</b>	<b>99,273</b>	<b>(99,037)</b>	<b>(467)</b>	<b>6,149</b>

**Note**  
The restricted funds balance is the consolidation of individual grant and contract balances in MAG's country programmes that are being carried forward to next year in line with the individual terms and conditions of these grants and contracts. These restricted fund balances are consolidated by country to provide an appreciation of the level of activity being undertaken in each country of operation. General Unrestricted funds are spent or applied at the discretion of the trustees to further any of the charity's purposes.

The Designated Unrestricted Foreign Exchange Fund relates to cash flow deficits which are expected to arise in the next financial period from adverse currency movements between donor currencies and the currencies in which MAG delivers those programmes. The Designated GISF unrestricted fund is a segregation of the unrestricted funds generated by the Global Interagency Security Forum (GISF). GISF are an independent network of security focal points who represent humanitarian NGOs. Transfers from restricted to unrestricted reserves include contributions by donors/ clients who have agreed that a contractual element of their restricted funds can be allocated towards the organisation's unrestricted funds.

17 MOVEMENTS IN FUNDS (continued)					
Restricted funds analysed by Programme	1 Jan 2023 £'000	Income £'000	Expenditure £'000	Transfers £'000	31 Dec 2023 £'000
<b>Middle East</b>					
Iraq	2	16,666	(14,915)	(1,757)	(4)
Lebanon	26	5,909	(5,352)	(563)	20
Gaza	-	5	-	-	5
Syria	(14)	5,049	(4,544)	(481)	10
<b>East and Southern Africa</b>					
Angola	(10)	2,695	(2,343)	(350)	(8)
Somalia	(8)	485	(370)	(108)	(1)
South Sudan	4	4,427	(3,991)	(413)	27
Zimbabwe	2	1,317	(1,206)	(111)	2
<b>Sahel and West Africa</b>					
Benin	-	1,389	(1,240)	(149)	-
Burkina Faso	3	1,004	(895)	(112)	-
Chad	8	924	(829)	(103)	-
Democratic Republic of Congo	7	-	-	9	16
Gambia	(1)	23	(20)	(1)	1
Guinea	(2)	10	(9)	(1)	(2)
Guinea Bissau	-	759	(682)	(77)	-
Mali	12	184	(162)	(38)	(4)
Mauritania	(6)	572	(508)	(58)	-
Niger	(16)	434	(373)	(63)	(18)
Nigeria	1	577	(534)	(29)	15
Sierra Leone	1	1,068	(969)	(100)	-
Senegal	9	43	(40)	(10)	2
West Africa - non-country specific	-	851	(775)	(76)	-
<b>Asia Pacific</b>					
Cambodia	(22)	5,142	(4,707)	(457)	(44)
Lao PDR	(53)	9,664	(8,623)	(913)	75
Myanmar	8	907	(850)	(58)	7
Sri Lanka	65	6,874	(6,395)	(509)	35
Vietnam	(9)	9,187	(8,388)	(826)	(36)
<b>Eastern Europe</b>					
Azerbaijan	-	1,125	(1,025)	(100)	-
Bosnia and Herzegovina	(23)	2,379	(2,169)	(184)	3
Ukraine	2	6,751	(6,174)	(578)	1
<b>Latin America &amp; Caribbean</b>					
Caricom	--	157	(132)	(26)	(1)
Ecuador	(2)	1,440	(1,340)	(100)	(2)
Peru	(11)	1,078	(948)	(117)	2
Paraguay	-	67	(59)	(8)	-
<b>Rest of the World</b>					
UK	18	718	(222)	(437)	77
Libya	3	-	-	-	3
GISF	-	503	(455)	(48)	-
<b>Restricted funds</b>	<b>(6)</b>	<b>90,383</b>	<b>(81,244)</b>	<b>(8,952)</b>	<b>181</b>
<b>Unrestricted fund</b>					
General	6,358	1,235	(10,904)	8,952	5,641
Designated Opportunity Fund	-	-	-	-	-
Designated Foreign Exchange Fund	-	-	-	-	-
Designated GISF fund (see Page 85 panel)	512	300	(254)	-	558
<b>Total Unrestricted funds</b>	<b>6,870</b>	<b>1,535</b>	<b>(11,158)</b>	<b>8,952</b>	<b>6,199</b>
<b>Total funds</b>	<b>6,864</b>	<b>91,918</b>	<b>(92,402)</b>	<b>-</b>	<b>6,380</b>

## 18 ANALYSIS OF ASSETS AND LIABILITIES BETWEEN FUNDS

	Unrestricted Funds 2024 £'000	Restricted Funds 2024 £'000	Total 31 Dec 2024 £'000	Unrestricted Funds 2023 £'000	Restricted Funds 2023 £'000	Total 31 Dec 2023 £'000
Tangible fixed assets	256	-	256	308	-	308
Net current assets	5,680	213	5,893	5,891	181	6,072
<b>Total</b>	<b>5,936</b>	<b>213</b>	<b>6,149</b>	<b>6,199</b>	<b>181</b>	<b>6,380</b>

## 19 OPERATING LEASE COMMITMENTS

Total future minimum lease payments under non-cancellable operating leases:

Leases which expire:	31 Dec 2024			31 Dec 2023		
	Within one year £'000	2-5 years £'000	Over 5 years £'000	Within one year £'000	2-5 years £'000	Over 5 years £'000
Land and buildings	88	-	-	266	84	-
Other	5	-	-	34	-	-

## 20 FINANCIAL INSTRUMENTS

The carrying value of the charity's financial assets and liabilities are summarised by category below:

	31 Dec 2024 £'000	31 Dec 2023 £'000
<b>Financial Assets</b>		
Measured at undiscounted amount receivable		
- Trade and other debtors (see note 14)	7,378	6,515
- Cash at bank and in hand	29,489	22,832
Measured at fair value		
Derivative financial (liabilities)/assets (see note 20)	-	
<b>Total</b>	<b>36,867</b>	<b>29,347</b>
<b>Financial liabilities</b>		
Measured at undiscounted amount payable		
- Trade and other creditors (see note 15)	(10,863)	(7,975)
<b>Total</b>	<b>(10,863)</b>	<b>(7,975)</b>

## 21 DERIVATIVE FINANCIAL INSTRUMENTS

MAG receives funds in a number of currencies, but most of its expenditure is denominated in US dollars (USD) and UK Sterling (GBP). On being awarded a contract denominated in any currency other than USD or GBP, MAG may enter into a forward foreign currency contract to manage the exchange rate risk arising between the award of the contract and the receipt of funds under the contract over the life of the contract. MAG did not enter into any forward foreign currency contracts in the current or previous financial period and there are no outstanding balances at the reporting date.



## 22 PENSION CONTRIBUTIONS

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

The pension cost charge represents contributions of up to 5% for staff. All pension contributions are funded out of unrestricted reserves and are reflected within Support Costs in note 10.

Contributions paid by the company to the fund amounted to £268k (2023: £273k).

## 23 RELATED PARTIES

### Trustees:

Expenses reimbursed or incurred directly by MAG in respect of 14 Trustees during the period amounted to £17k (2023: 14 Trustees - £18k).

Of this, £7k (2023: £4k) related to travel and accommodation costs for Trustees visiting MAG projects.

No remuneration was paid to Trustees during the current or prior financial year in their capacity as Trustees.

Donations totalling £10,583 were received from the Trustees during the year (2023: £1,465).

In 2024 and 2023, Trustees

were covered by the overall company indemnity insurance, the costs relating specifically to the trustees were not separately identified.

### Edit Development Limited:

Sonia Bate is a Director of Edit Development Limited. There was no engagement with Edit during the period (2023: Nil).

### MAG America:

MAG and MAG America work together to assist countries affected by armed conflict. MAG America is a 501(c)3 organisation that raises awareness of, and funds for, MAG's life-saving work from US Government donors, foundations, corporations and individuals.

MAG and MAG America are separately constituted and have independent boards.

During the year MAG America subgranted \$74.7m to MAG under various contracts funded by the US Government and Private sources. MAG paid \$1.1m to MAG America to cover operating costs and the outstanding balance at year end was \$8k.

### MAG Belgium:

MAG Belgium is a not-for-profit

association registered in Belgium. MAG exercises control over MAG Belgium through common trustees. The entity was dormant for the year ended 31 December 2024.

### MAG Poland:

MAG Poland is a Foundation registered in Poland as a co-ordination point for the Ukraine programme. During the year MAG paid €32k in legal fees on behalf of MAG Poland.

## 24 CONTINGENT LIABILITIES

At the date of signature, there are no contingent liabilities to report (2023: nil).

## 25 POST BALANCE SHEET EVENTS

During early 2025 the US Government issued Stop Work orders and future grant funding was frozen, subsequently unfrozen and work then continued, with a small number of contract terminations. The US Government review of funding is ongoing, but since the Stop Work orders were unfrozen, we have received continuation funding or extensions for a number of programmes. This is a non-adjusting post-balance sheet event.



## Glossary

**AANES** – Autonomous Administration of North and East Syria

**ACEVO** – Association of Chief Executives of Voluntary Organisations

**ANAMA** – Mine Action Agency of the Republic of Azerbaijan

**APMBC** – Anti-Personnel Mine Ban Convention

**AVR** - Armed Violence Reduction

**BHMAC** – Bosnia-Herzegovina Mine Action Centre

**BiH** – Bosnia-Herzegovina

**CAVR** – Centre for Armed Violence Reduction

**CHA** – Confirmed Hazardous Area

**CLT** – Community Liaison Team

**CRR** - Community Risk Reduction

**CWD** – Conventional Weapons Destruction

**DEFRA** – Department for Environment, Food and Rural Affairs

**DEORE** – Digital Explosive Ordnance Risk Education

**ECOWAS** - Economic Community of West African States

**EDI** – Equality, Diversion, and Inclusion

**EO** – Explosive Ordnance

**EORE** – Explosive Ordnance Risk Education

**ESH** – Explosive Store Houses

**EU** – European Union

**EWIPA** – Explosive Weapons in Populated Areas

**FCDO** – Foreign, Commonwealth and Development Office

**FoW** – Future of Work

**GDI** – Gender, Diversity and Inclusion

**GFFO** – German Federal Foreign Office

**GHG** – greenhouse gas

**GICHD** - Geneva International Centre for Humanitarian Demining

**GISF** – Global Interagency Security Forum

**GNRC** – Governance, Nominations and Remuneration Committee

**HAO** – Humanitarian Affairs Office

**HMA** – Humanitarian Mine Action

**HSC** – Health, Safety, Security and Safeguarding Committee

**INGO** – International Non-Governmental Organisation

**ITI** – International Tracing Instrument

**KPIs** – Key Performance Indicators

**KRI** – Kurdistan Region of Iraq

**LAF** – Lebanese Armed Forces

**LMAC** – Lebanese Mine Action Centre

**LWG** – Landmine Working Group

**MDR** – Mine Detection Rats

**MTT** – Multi-Task Team

**NAP** – National Action Plan

**NATCOM** – National Commission

**NES** – North East Syria

**NESMAO** – North and East Syria Mine Action Office

**NGO** – Non-Governmental Organisation

**NMAA** – National Mine Action Authority

**NMAC** - National Mine Action Centre

**OCWAR-T** - Organised Crime: West African Response to Trafficking

**RRT** – Rapid Response Team

**S2S** – Shoulder 2 Shoulder

**SAEO** – Small Arms and Explosive Ordnance

**SALW-RE** – Small Arms and Light Weapons Risk Education

**SAS** – Small Arms Survey

**SIDA** - Swedish International Development Cooperation Agency

**SLeNCSA** – Sierra Leonean Commission on Small Arms and Light Weapons

**SUCAMEC** – National Superintendence for the Control of Security Services, Arms, Ammunition and Explosives for Civilian Use, Peru

**TSD** – Technical Survey Dogs

**UNDP** – United Nations Development Programme

**USAID** – United States Agency for International Development

**WAM** - Weapons and Ammunition Management

**WPS** – Women, Peace and Security



# Thank You . . .

Our work is funded by governments, trusts, foundations, firms and other charitable organisations. It is also funded by ordinary members of the public who give up their time and their money to help us save and change lives every single day. None of what we have achieved would have been possible without this support. Thank you.

- United States Department of State - Office of Weapons Removal and Abatement (PM/ WRA)
- United States Department of Defence – Humanitarian Demining R&D Program (HD R&D)
- German Federal Foreign Office (GFFO)
- United Kingdom Foreign, Commonwealth & Development Office (FCDO)
- United Kingdom Conflict, Stability and Security Fund
- Dutch Ministry of Foreign Affairs
- Norwegian Ministry of Foreign Affairs
- European Commission - Foreign Policy Instrument
- Global Affairs Canada
- Guernsey Overseas Aid Commission
- Finnish Ministry of Foreign Affairs
- Australian Department of Foreign Affairs and Trade
- Irish Aid
- Government of Japan
- Swiss Development Cooperation
- French Ministry for Europe and Foreign Affairs – Crisis and Support Centre
- United Nations Office for Project Services/United Nations Mine Action Service
- United Nations Development Programme
- United Nations Childrens Fund
- World Food Programme
- UN Trust Facility Supporting Cooperation on Arms Regulation
- United Nations Office for the Coordination of Humanitarian Affairs
- Stichting Vluchteling (Netherlands Refugee Foundation)
- New Zealand Ministry for Foreign Affairs and Trade
- Good Gifts
- World Without Mines Foundation (Welt Ohne Minen)
- Restoration Laos
- Fondation de France / Sisley Foundation
- United Methodist Committee on Relief (UMCOR)
- IF! Foundation
- The Kirby Laing Foundation
- The Allan and Nesta Ferguson Charitable Settlement
- Be Good Foundation

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