Education Development Trust

Transforming lives by improving education around the world.

ANNUAL REPORT

2023/24

COMPANY NUMBER: 867944

CHARITY NUMBER: 270901

INTRODUCTION

The report and accounts for the 12 months ended 31 August 2024 have been prepared in accordance with the Statement of Recommended Practice 'Accounting and Reporting by Charities' 2019 (Financial Reporting Standard 102), and the Companies Act 2006.

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CHAIR'S REPORT

Thanks to the vision of our funders and the unshakeable commitment of our people, EDT has made a remarkable global impact again this year. There are many success stories in this annual report, including teachers growing in confidence, jobseekers finding pathways to work, marginalised children being able to learn, and schools supporting each other. I am particularly proud of our groundbreaking work on early childhood education, foundational learning and climate change. Thank you to all our fantastic teams around the world for making our goals a reality.

Ilse Howling
Chair of Trustees, Education Development Trust

CEO'S INTRODUCTION

I am extremely proud of what EDT has achieved this year. Together, we reached millions of people from Sierra Leone to Brunei, from England to Zimbabwe, and in dozens of territories in between. The stories and statistics on these pages show that we made a measurable impact on children, leaders and adult learners. We did this by supporting our partners to improve schools and education systems at scale, and through our work in continuous professional development and employability and skills services.

EDT's purpose is to increase the life chances of individuals by improving education and skills outcomes. With this in mind, we undertook a robust review of our own systems and organisational structure in 2023–24 and developed an ambitious growth strategy, EDT2030, for the next five years. EDT2030 acts to provide the scaffolding to ensure we demonstrate the impact of work as we deepen our presence in existing markets with current partners while building new partnerships and extending into new territories. We are committed to ensuring we deliver high impactful outcomes.

At every step of this transformational journey, I have been inspired by the incredible expertise that runs through the veins of EDT, and the collaborative spirit at its heart.

Our trustees, the executive team and I – along with our colleagues and partners across the UK, Sub-Saharan Africa, the Middle East and Asia – know there is much more work to be done. As we look ahead to 2025, we are excited about the opportunities we have to increase our impact further, by delivering evidence-led solutions to governments and other organisations around the world.

Dan Sandhu,
Chief Executive Officer, Education Development Trust

1 OBJECTIVES AND ACTIVITIES IN 2023/24

1.1 OUR PURPOSE AND VALUES

Our principal objective, as defined in our Articles of Association, is *to advance education for the public benefit*.

Our purpose
We exist to increase the life chances of individuals by improving education and skills outcomes.

Our values
- We strive for excellence
- We use evidence to shape solutions
- We make a measurable impact to improve life chances
- We embrace diversity and treat everyone with respect
- We are cost effective and deliver great value for money
- We succeed through collaboration

1.2 ORGANISATIONAL OBJECTIVES 2023/24

In 2023/24, the final year of our 2021-24 strategy, our ambition was to be world-leading in the design and delivery of high-impact, large-scale educational change programmes, transforming even more lives through the power of education and careers advice and guidance – delivering more and delivering better. Achievements during the period are summarised against each objective.
- **New business**: We achieved 90% of our target for new business income. We surpassed our goals for income from diversified funders and the 2024/25 income target. The shortfall in 2023/24 income was due to delays in UK Government tenders during the election period.
- **Commercial**: We achieved 90% of our target for income from charitable activities and a net surplus before investment. The income deficit was due to fewer contracts than expected being tendered or awarded, particularly in Sub-Saharan Africa and our consultancy business.
- **Delivery**: Our delivery objectives included achieving 100% of the reach targets in our strategy, securing good grades in external evaluations, and meeting or exceeding impact targets for all major contracts. We successfully met our reach targets and received 'good' or better grades in all external evaluation reports.
- **People**: We are committed to ensuring our staff are motivated, productive, and enjoy a safe, diverse, and inclusive working environment. We celebrated a year-on-year improvement in employee satisfaction, demonstrating our continuous progress. We also met our wellbeing and employer brand KPIs.
- **Stakeholders**: Our goal was to ensure that key stakeholders were familiar with EDT and our activities, that clients and partners believed in our effectiveness, and that communications were engaging. We made progress in this area and have scaled up our ambitions and activities for the next strategy period.

1.3 PUBLIC BENEFIT

Trustees have given careful consideration to the Charity Commission's general guidance on public benefit and are satisfied that all of our work is for the public benefit. Our educational performance is summarised in the Strategic Report, and particularly in section 2.3.

2 STRATEGIC REPORT

2.1 STRATEGY

This was the third and final year of our strategy for 2021–24. The strategy articulated our intent to be world-leading in the design and delivery of high-impact, large-scale education change programmes and identified key areas for action for the three years starting in 2021/22.

Over the three years, we worked with education ministries to make education systems better, supported school leaders to enhance school performance at scale, worked with individuals to improve their career prospects, and contributed to the body of global evidence and insight into what works in education – and how, as a global community, we could reduce inequities in education around the world. Internally, as we emerged from the pandemic, we took the best of what we had learnt from the crisis, and featured more adaptive working, closer collaboration with clients, geographically agnostic team-working, and more focus on our wellbeing.

We published our strategy for the five-year period 2024-2029, "EDT 2030", in August 2024. EDT 2030 outlines our priorities over the next five years and beyond. It emphasises a focus on specific end-users, funders, and territories to maximise high-impact opportunities. By prioritising how we develop as an organisation and laying strong foundations to enable us to grow, we aim to increase our impact; improving life chances around the world.

2.2 HOW WE WORK

We are organised in four operating activities. We deliver programmes at scale in the UK ('UK') and in Africa, Middle East and Asia ('International'); we conduct research and provide education consultancy services ('Research and Consultancy'); and we manage private schools ('Independent Schools').

We have been working to improve education and skills outcomes around the world from early years, through school, to post-school careers, since 1968. EDT's 1,000+ strong team operates globally, and has worked in over 100 countries, continuing to deliver evidence-led education and skills programmes. We contribute to the global evidence base by investing our profits into research, and we partner with governments and organisations around the world to make the best global practices work in a local context.

2.3 EDUCATIONAL IMPACT

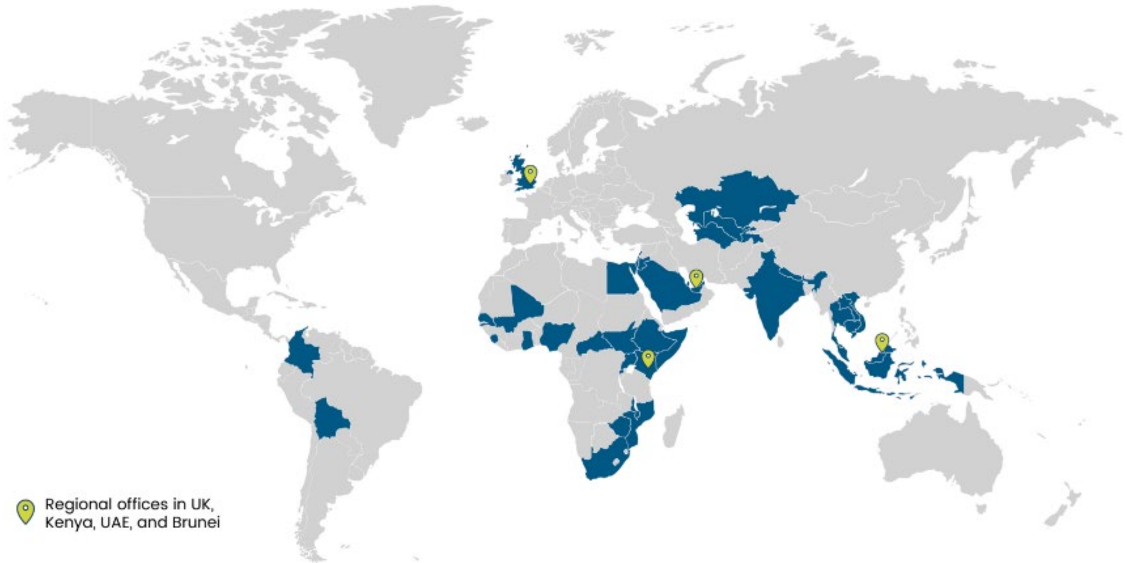
Making a measurable difference at scale

Our purpose at EDT is to increase life chances by action intended to improve education and skills outcomes. To know whether we are making a difference, we need a clear understanding of the results of our work. We therefore take the measurement of impact very seriously. We ask all our teams to track and measure the number of people reached and collect evidence that we have made a positive impact to their lives. This report draws upon the resulting data for 2023/24. The pattern that has emerged is overwhelmingly positive.

Our reach

Our impact is amplified by the scale of our activity: in 2023/24, we worked in 39 countries, and our clients spanned the Global North and the Global South, including both high- and low-income countries. Our large-scale projects are mainly concentrated in the UK, Sub-Saharan Africa, the Middle East and Asia, while consultancy assignments have a much wider geographical spread. The map below shows the countries where we either ran large-scale projects or undertook consultancy assignments this year.

EDT's global footprint in 2023/24



We operate in many countries and much of our work in 2023/24 took place 'at scale' as measured by the number of people whose life chances we had an opportunity to improve. There are many examples of large-scale reach from our UK operations. Through the National Careers Service we advised around 80,000 people looking for employment or training in three regions of England. While in London we helped over 100,000 young people to understand apprenticeships as a potential career route.

Often our immediate beneficiaries are members of the education workforce, and they have the power to transform the learning of many others, thereby giving us the opportunity to impact positively on millions of lives. In such circumstances there is a reach multiplier effect. In 2023/24 we supported the professional development of around 23,000 educators in the UK and they, in turn, contributed to the education and careers progression of around two million children and young people.

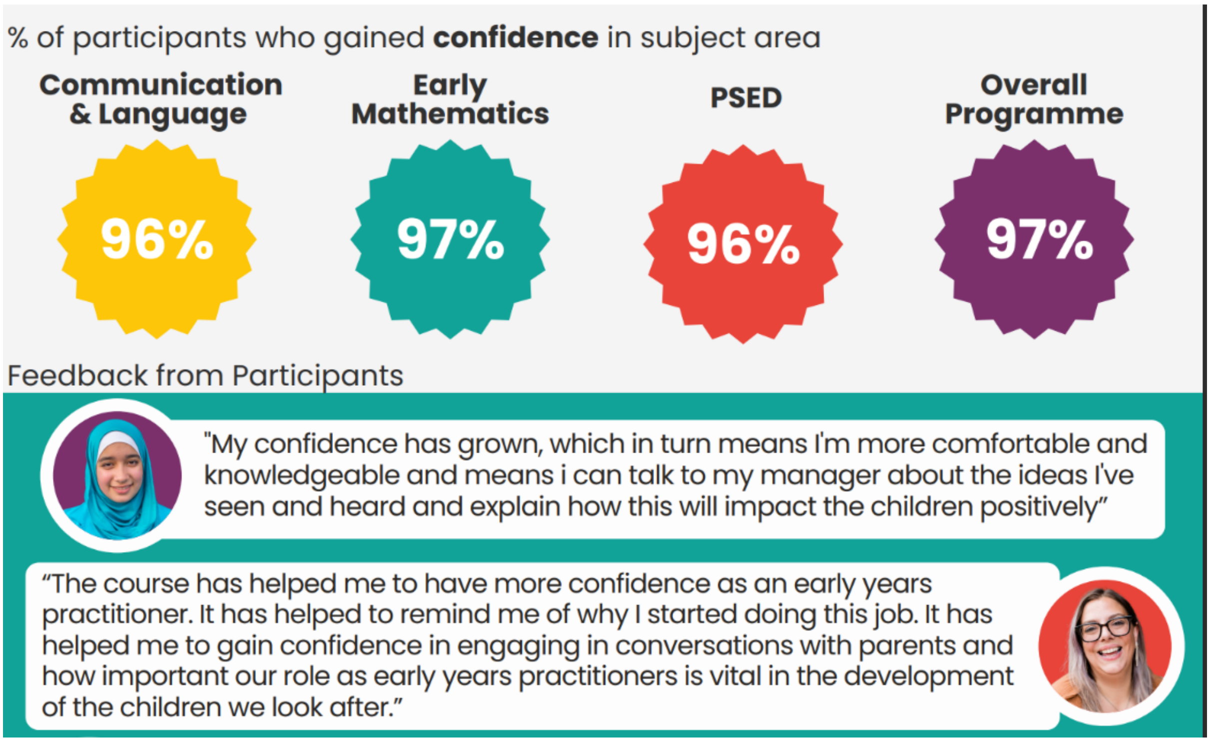
We have operated at a similar level in other countries. In Zimbabwe we engaged with over 67,000 teachers and 5,800 school leaders and In Ethiopia we concluded a five-year school improvement intervention in 2024 and engaged with 10,000 school leaders whose schools educated over five million children.

The consultancy assignments we undertake have the potential for even greater reach and impact because clients such as the Global Partnership for Education and UNESCO advise governments worldwide on education reform, especially in low-income countries; through our help for these agencies we can make a difference to hundreds of millions of school students.

Our work in early childhood education

In recent years, EDT has considerably expanded its presence in the field of early childhood education with new projects in Rwanda and Kenya in 2024. Our flagship intervention is the **Early Years Professional Development Programme**, delivered in England on behalf of the Department for Education (DfE) since 2019. In 2023/24 we provided high quality professional development to approximately 8,000 early years educators, drawn from across every district in England, and thereby impacting on 140,000 children aged two to four. The overwhelming majority of participants who completed the course said they felt more knowledgeable and confident about supporting children's development in the three key areas of communication and language, early mathematics, personal social and emotional development (PSED).

Early Years Professional Development Programme: Feedback from participants



Supporting workforce professional development

EDT works worldwide on interventions that build the professional capacity of the education workforce. During 2023/24, training for teachers and school leaders was a prominent component of our portfolio in the UK, Sub-Saharan Africa, the Middle East and Asia.

In Ethiopia, the **TARGET Programme** (Technical Assistance to Reinforce GEQIP-E) aimed to increase school leaders' understanding of how to create an inclusive environment for all learners, and it was found to have significantly boosted the engagement of vulnerable and marginalised students. TARGET was funded by the UK government and was subject to an independent impact evaluation which praised our work and the way in which school attendance rates for children with disabilities had been transformed.

Independent evaluation of the TARGET programme 2024

Quantitative data relating to enrolment ratios revealed that TARGET significantly boosted the enrolment of students with disabilities in intervention schools. Between 2018/19 and 2022/23, enrolment ratios of students with disabilities in grades one and two rose by ***303%*** *and* ***502%,*** *respectively, a stark contrast to the more modest increases in non-intervention schools.*

The evaluation of TARGET attributed the atmosphere of greater inclusion in schools to a changed mindset on the part of headteachers following the training provided by our team. The evaluators conducted a survey of headteachers which confirmed that the great majority of the school leaders that we supported thought that they had made moderate or considerable progress as leaders of inclusive schools because of the intervention.

Independent evaluation data for TARGET: improvement in inclusive leadership competency as reported by headteachers

Leadership competency	No progress	Moderate progress	Considerable progress
Demonstrating a commitment to improving learning outcome and promoting inclusion	3%	43%	54%
Modelling and guiding leadership for learning for the inclusion and safety of all learners	2%	45.5%	52.5%

In Zimbabwe during 2023/24, EDT managed key components of **TEACH** (Teacher Effectiveness and Equitable Access for Children) – a national programme of support for professional development and school improvement, funded by the UK government. We provided training that focused on ensuring quality learning in a safe environment for all students, including the most marginalised girls and children with disabilities. An external quality assurance review in 2024 awarded the highest possible grade, A++, for our work in Zimbabwe on reform of school inspection, and an A+ for our professional development work with teachers and school leaders.

In England, on behalf of the DfE, we provided training to several distinct groups of education workforce professionals in 2023/24. This included the professional development of over 7,400 newly qualified teachers and 4,800 mentors on the **Early Career Professional Development Programme**, in nearly 3,000 schools serving 320,000 students. Over 90% of participants surveyed said the training had had a 'good' or 'very good' impact on the learning of their students. Ofsted inspected the programme in 2023 and graded provision as Good.

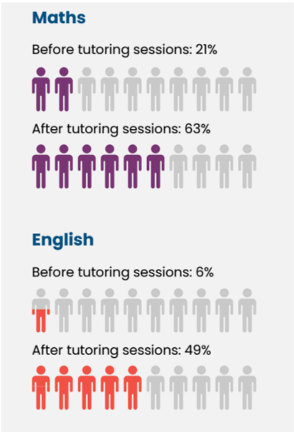
Ofsted judgement on the Early Career Professional Development Programme 2023

"Early Career Teachers receive effective training and support that enables them to apply what they have learned in the context of their subject, phase or setting. They develop their resilience and self-efficacy because the Lead Provider places great importance on developing these attributes. Consequently, Early Career Teachers build the right foundations to support longevity in the teaching role."

We supported over 3,000 managers and school leaders studying for their **National Professional Qualifications**, on behalf of the DfE, and 98% of participants said they were 'satisfied' or 'very satisfied' with the training. Meanwhile, the new mathematics and science teachers who started their initial teacher training on the **Future Teaching Scholars** programme were much less likely to drop out of the profession: their retention rate after three years in post was 90.5%, compared to the national average of 74.1% retention.

Between 2021 and 2024, as part of the UK government's Covid-19 pandemic recovery programme, EDT provided specialist training for school-led tutors and academic mentors to provide catch-up sessions, on the **National Tutoring Programme**. We trained 1,050 tutors and mentors in 2023/24 and nearly 99% reported that catch-up tuition support was helping their students make academic progress. An independent assessment of the programme concluded that students supported by these tutors achieved notably higher levels of learning gain than similar students who were not tutored.

Independent evaluation of learning gains from our work supporting tutoring in England

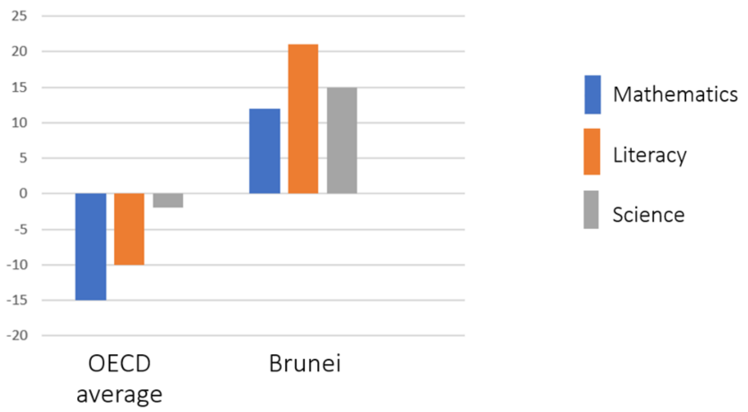


The National Tutoring Programme

The percentage of primary phase students achieving grade-related expectations before and after support from a tutor trained by EDT

2024 marked 40 years of continuous partnership with the government of Brunei Darussalam. During the academic year 2023/24 we deployed 200 teachers of English to schools in every district of the country, and they directly taught 17,000 students. The publication of the **Programme for International Student Assessment (PISA)** test results showed that Brunei's 15-year-old students improved significantly between 2018 and 2022. Their improvement in reading literacy, in a test conducted in English, was the best of all 81 participating countries worldwide.

Change in points scored by students in PISA tests 2018-2022 compared with OECD averages. The improvement in literacy- in English- was the highest in the world

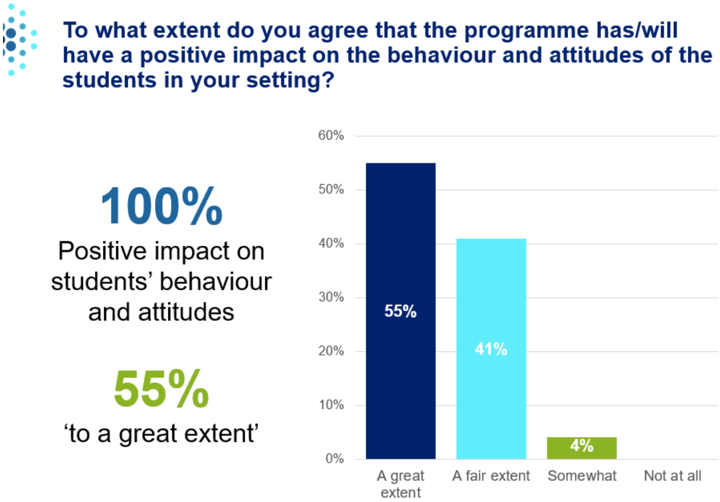


Whole school improvement
In addition to the provision of professional development opportunities for teachers and leaders, we also approach school improvement at an institutional rather than an individual level.

In the UK, we support school-to-school peer review and collaborative improvement planning through our innovative **School Partnership Programme (SPP)**. This year, as we marked the ten-year anniversary of the programme, 1,465 teachers and leaders from 566 schools across England and Wales worked together in 91 partnerships, to improve schools and learning outcomes for 147,000 students. The impact of the approach has been very positively evaluated by experts from University College London and the lead researcher, Dr David Godfrey, said: "*The **SPP** model of peer review process develops outstanding leadership and skills.*"

School-to-school support is also at the heart of the **Behaviour Hubs** programme, which we manage on behalf of the DfE in England. In 2023/24, we helped over 350 schools attended by approximately 200,000 students, to improve discipline and classroom behaviour through partnership with high-performing schools. Feedback from participating leaders has been overwhelmingly positive; all those whose schools completed the programme in 2024 stated that their involvement had led to an improvement in behaviour culture.

Survey data from headteachers of schools completing the Behaviour Hubs Programme

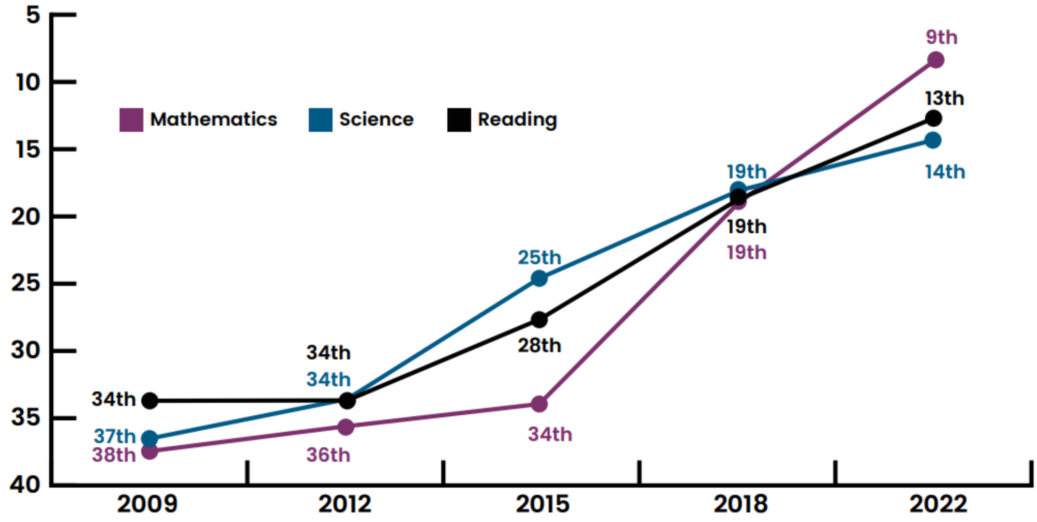


EDT has considerable expertise in school improvement through external review. We provide quality assurance and accreditation of school quality through our **International School Quality Mark (ISQM)**, and as an agency authorised by the UK government to conduct **Inspections of British Schools Overseas (BSO)**. Schools participating in the ISQM review process receive quality assurance visits and, six months later, their headteachers provide feedback. In 2023/24, 86% of them 'agreed' or 'strongly agreed' that the process had made a positive impact on school improvement.

In the area of school improvement through external review, we are the strategic partner of the government of Thailand, the Dubai government's **Knowledge and Human Development Authority**, the **Federal Ministry of the United Arab Emirates** and the **Sharjah Private Education Authority**. Although it can be difficult to quantify the impact of external school review, the long-term trend from Dubai, for example, is extremely encouraging. The grades for school quality following inspections in

Dubai has steadily progressed over the years, and at the same time the overall performance of its schools, as measured by international tests such as PISA, has also improved over time.

International ranking of the Dubai private schools (viewed as a school system), as measured by performance in PISA tests (2009-2022), compared with other countries' education systems



We put our knowledge of school improvement into practice through our ownership and management of three independent schools: **St Andrew's School** and **Oakfield Preparatory School** in England, and the **International School of Cape Town** in South Africa. Both Oakfield and St Andrew's have been awarded the highest possible grade (Excellent) in their most recent inspections by the Independent Schools Inspectorate. Our school in Cape Town is one of the highest performing in Africa as measured by Cambridge IGCSE and A Level results; one student recently achieved the highest overall IGCSE score of any student in South Africa.

Employability, skills and careers guidance

In 2023/24, we continued our work in the UK to support people with their career choices, short- and long-term employability, skills development, and transitions into work or further training.

The **Apprenticeship Support and Knowledge** (ASK) programme promoted the apprenticeships route to employment to over 115,000 students in 372 schools and colleges in London in 2023/24. We have been running ASK on behalf of the Department for Education since 2019, and have engaged with over half a million young people in that time. Government statistics show that students from schools and colleges in London engaged in the programme are 21% more likely to move on to apprenticeship than those from schools and colleges not participating with ASK.

Our **West London Careers Hub** (funded by the Greater London Authority and the Careers and Enterprise Company) promoted best practice in careers provision and work experience for young people in seven London boroughs and supported institutions educating 120,000 students. In addition, about 150 schools and colleges across England, subscribed to our **Inspiring Careers** offer and we provided careers guidance and work experience opportunities to approximately 17,000 students in 2023/24. In surveys, all the participating schools and colleges stated that our support was having a positive impact on their students.

For adults, we manage the **National Careers Service** (NCS) on behalf of the UK government in three regions of England, providing thousands of jobseekers with free careers advice, information and guidance to help them navigate the learning, employment and skills landscape. Our clients include older individuals at risk of losing their jobs, people with special educational needs, single parents, young people who are NEET, and the long-term unemployed. This year, we worked with 79,000 people through the NCS – helping them to manage their careers, identify work opportunities, and respond to challenges in the jobs and training market – and 95% told us they were satisfied with the help they received.

We carefully measure the destinations of the people that we support on the NCS. In 2023/24, the percentage of jobseekers who made a positive transition into employment or training was 58% across all three regions – this is significantly higher than the national target of 45% set by the government.

Our work for the National Careers Service 2023/24: exceeding the government target that 45% of our clients should progress to enrolment in training/learning opportunities of employment

Strengthening education systems

Our **global research and consultancy** team supports systems reform worldwide, with a particular focus on capacity building at government ministry level. In 2023/24, we supported policymakers in 32 countries with technical assistance, expert guidance and planning for education reform. In addition, our public research team published reports investigating major policy challenges including education and the climate emergency and barriers to the education and empowerment of girls and young women. Such research projects and consultancy assignments give us an opportunity to make a big difference at scale as we help decision makers to design education reform plans using the best available evidence. In 2023/24 we undertook several assignments of strategic significance, such as:

» Providing advice to the Global Partnership for Education concerning ways that education systems in Low Income countries can build resilience to crises and thereby ensure continuity of learning for millions of children.
» Assisting the UK government to gather the data needed to ensure that UK aid money is spent on projects and in places where there is scope for substantial beneficial impact.

It is difficult to measure the precise impact on learners of short-term consultancy of this kind. We have, however, received overwhelmingly positive feedback from our clients, with every indication that they will act on our advice and the prospect of enhanced education policy that will assist hundreds of millions of learners.

Looking forward

2024 witnessed the start of several important projects which, as yet, are at an early stage of implementation. There is therefore no definitive impact data as yet but in each case we are optimistic about our capacity to make a big difference. In terms of beneficiaries the contracts won in 2024 cover the full spectrum from pre-school children to long-term unemployed adults and the projects include:

- Early childhood education interventions in England (through Skills Bootcamps for early years educators) and Kenya (where we are supporting pre-school provision in disadvantaged rural areas).
- A new partnership for school improvement with primary schools in the English region of Leicestershire through SPP.
- A joint initiative with UNICEF in Egypt with a focus on pedagogy and assessment in primary schools.
- Technical assistance to the Gates Foundation related to the improvement of literacy and numeracy outcomes across Africa.
- Expansion of our support for the long-term unemployed in northern England.

These are varied assignments in diverse contexts. What links them is the fact that each situation provides an opportunity for us to enact our mission to change lives through the improvement of outcomes in education and skills. To do that we need to measure the impact carefully and we look forward to reporting on our progress in future years.

2.4 INCLUSION AND DIVERSITY

This year, we have maintained our focus on embedding inclusive recruitment and employment practices. As a Disability Confident Employer working towards gaining the Disability Confident Leader accreditation, we are embedding good practice by ensuring that candidates and employees can request a reasonable adjustment to reduce or remove a disadvantage and enable them to have equal access to employment and perform to the best of their ability.

The I&D Employee Groups have continued to run with participation from across the business. Black History Month was celebrated with a trip to Reading Museum by some staff members to see the Windrush Exhibit, and a visiting speaker, Bernadette Thompson, OBE, who highlighted the importance of cultivating a sense of belonging at EDT by building psychological safety and engagement with the wider inclusion agenda.

Evenbreak, a job board for disabled candidates that EDT advertises with, provided disability awareness training to staff, focussing on the social model of disability, which helped the Disability Confident project team to strengthen EDT's training module for line managers and staff. The training underpins the implementation of the reasonable adjustment process, which the HR team oversee to ensure an equitable approach across the business.

Sexual harassment in the workplace training was run, promoting awareness and highlighting the routes for safely reporting concerns or incidents. This was well attended; additional sessions are planned with a view to making this a mandatory training.

2.5 STAFF MORALE AND WELLBEING

The wellbeing of our colleagues remains a key focus area for us. We utilise the PERMA (Positive emotions, Engagement, Relationships, Meaning, Accomplishment) model of wellbeing, which takes a proactive, holistic approach to maintaining positive wellbeing.

We have a range of Employee Assistance Programmes in place globally that provide support across a broad range of topics including mental health, financial wellbeing, medical advice, work-related questions and counselling support where needed.

We continue to provide access to Headspace for all colleagues globally, and currently see above industry average take-up. To acknowledge the importance of family and wellbeing of the whole person, Headspace expanded the offer to allow each colleague the ability to make the app available to five friends/family, which was well received. We currently have 426 colleagues using Headspace and 45 additional family/friend members.

A network of Mental Health First Aiders has been established and meets as a community of practice to discuss trends and emerging themes, and to share good practice via scenario based training sessions. Three lead Mental Health First Aiders support the network, providing advice and supervision.

We provide access to almost 200 live or on-demand training sessions and resources via the Learn platform. For example, our live session 'Building Inner Strength: Empowering yourself through Resilience' saw more than 50 colleagues participate in a rich and rewarding course which has received excellent feedback from participants.

We also encourage our colleagues to maintain their physical wellbeing and hosted the first Global EDT Wellness Week to support that aim. During the week, we encouraged colleagues to join in a global 5k event, to attend a series of breathwork and yoga sessions providing an opportunity to practice mindfulness and share wellness-based information on topics like sleep quality and diet.

A reasonable adjustments procedure has been implemented enabling employees to make requests easily with the support of their line manager and HR so that they can continue to work. The reasonable adjustments process supports employee wellbeing and reduces absenteeism, whilst providing a supportive and enabling environment for disabled individuals and those dealing with a long-term health condition.

2.6 SAFEGUARDING

Safeguarding underpins all that we do at EDT, ensuring that everyone who comes into contact with us feels safe and respected. This year, we have focussed on embedding a robust cycle of continuous improvement in all business areas, ensuring that safeguarding risk and issue logs exist for all business areas and each department and programme has a continuous improvement action plan, which is monitored for progress by the Corporate Safeguarding Committee.

Research and Consultancy has developed and effectively embedded a departmental reporting procedure, strengthening the corporate reporting procedure. Training and advice to departmental teams has ensured that everyone is clear on signs and indicators of abuse and the process to report concerns or incidents.

UK Education Programmes worked with the corporate safeguarding team to develop a guidance and reporting procedure, which encompasses the various programme beneficiaries and delivery partners, to ensure clarity of escalation and reporting.

Our monitoring process for mandatory training was enhanced. We undertook a detailed review of employee data and information on our ERP and recruitment platforms to ensure our learning platform, LEARN, was generating accurate compliance data. The new process resulted in an increased level of compliance for safeguarding eLearning across the organisation.

The Safeguarding Global Community of Practice and Schools Designated Safeguarding Leads (DSLs) meetings continued to provide collegiate forums for sharing best safeguarding practice and opportunities for DSLs to share experiences across the organisation.

2.7 STAKEHOLDER ENGAGEMENT

Trustees as directors of the company have a duty to promote the success of the Charity and, in doing so, are required by section 172(1) of the Companies Act 2006 to have regard to various specific factors including:

- The likely consequences of decisions in the long-term;
- The interests of employees;
- The need to foster relationships with third party stakeholders which, in the case of EDT, include clients and funders, partners, employees, suppliers, school pupils and their parents or carers, programme participants and communities on which we rely or that we affect;
- The impact of the organisation's operations on the community and the environment;
- The desirability of the organisation maintaining a reputation for high standards of business conduct;
- The need to act fairly as between members of the Charity.

Day-to-day management and decision-making is delegated to the Chief Executive Officer and the Executive Team who are required to act to further EDT's strategy and to ensure that activities are carried out in compliance with plans and policies approved by the trustees. The trustees receive updates on EDT's performance and plans at each board meeting. Policies are reviewed periodically by the board or on its behalf by board committees. By ensuring that management act in accordance with the strategy and in compliance with specific policies, the board and its committees obtain assurance that in promoting the success of the charity, due regard is given to the factors set out in Section 172.

We have outlined the key decisions taken by the Board of Trustees in the year that demonstrate how we understand and engage with stakeholders and consider the external impact of our activities:

- Approved further enhancements to our approach to measuring and assessing educational impact, considering the interests of programme participants and wider society.

- Approved measures to enhance safeguarding of programme participants and school pupils.
- Approved business cases for several technology improvement projects, considering the interests of employees and programme participants.
- Approved financial reserves and client diversification targets, considering clients and the long-term future of the organisation to improve year-on-year performance and develop a sustainable business model.
- Approved an action plan in response to staff engagement survey results, considering employees engagement and wellbeing.
- Approved the appointment of LGIM as a new investment counterparty, considering the long-term future of the organisation to ensure financial stability.
- Discussed the impact of VAT changes in the UK schools' sector and EDT's response, considering employees and students at the schools.
- Approved EDT's anti-slavery statement, considering the impact on suppliers, partners and wider society.
- The executive and trustees participated in EDT's Annual General Meeting and provided quarterly updates to members.

One of the key decisions taken by the Board of Trustees during the year that demonstrates how we understand and engage with stakeholders and consider the external impact of our activities was the development and approval of the 2024-2029 strategy, EDT 2030. The Board worked with the Executive on the development of the strategy throughout the year, leading up to final approval in July 2024. Through all stages of the process, trustees held meaningful discussions about the likely consequences of the strategy in the long term and the impact on stakeholders. The trustees considered the impact on staff in key decisions, especially safeguarding, protecting jobs and staff engagement and wellbeing. Trustees see our regular staff survey results, including quantitative and qualitative findings, and these have been used to inform their assessment of the strategy in terms of staff wellbeing and long-term financial sustainability.

In the review of our organisational vision, purpose and values, we sought to develop statements that would be inspiring and interesting to potential clients, partners and staff, and aligned to our charitable objects and public benefit status. A market review, which formed the basis of the strategy, considered the views and interests of a range of funders and clients across our geographical markets. In the development of our goals and objectives, trustees had regard to the wider agenda, including the UN Sustainable Development Goals and the UN Global Compact, and the need to foster relationships with key funders and programme participants.

2.8 FINANCIAL OVERVIEW

EDT is an international organisation with 1,159 staff worldwide, income of £80.4m, net assets of £33.1m and group free reserves of £22.0m.

Our income is generated by winning education-related contracts from governments and public or private bodies. Our business model is built on the principle of full cost recovery: any activity must recover all its attributable cost. This enables us to be financially sustainable and generate sufficient funds to invest in our sustainability through investment in our knowledge and methods, business development, brand, enabling infrastructure, and our public research.

The year-on-year decrease in income of £10.8m was primarily due to FCDO-funded contracts in Kenya, Rwanda and Ethiopia reaching their expected conclusion and a reduction in income from consultancy activity. We were £9.3m below our target for income from charitable activities and £1.0m below our financial model target for net contribution from charitable activities. However, we delivered a year-on-year increase in Charity and Group reserves.

The Group results for the year show net income before investment, pension and exchange gains and losses of £0.3m (2022/23: £0.8m). Total income is £80.4m, a decrease of £10.8m from 2022/23. After gains on investments of £1.0m (2022/23: £7k), actuarial losses on defined benefit pension schemes of £0.1m (2022/23: £5.4m) and exchange losses on conversion of subsidiaries of £43k (2022/23: £0.7m), and after eliminating the net surplus attributable to minority interests of £0.5m (2022/23: £0.1m) the net increase in funds for the year is £0.6m (2022/23: decrease of £5.4m).

The actuarial losses on defined benefit pension schemes in 2022/23 were due to the derecognition of net pension assets for all defined benefit schemes on the basis that recoverability of the assets in the future is too remote.

The total assets less current liabilities of the Group amount to £33.7m (2022/23: £32.8m). The net assets of the Group are £33.1m (2022/23: £32.2m). For the Charity, net assets of £24.3m are reported (2022/23: £24.0m). The defined benefit pension scheme accounting balance is £Nil (2022/23: £Nil).

The Charity and its subsidiaries do not rely on the contribution of unpaid general volunteers and are not dependent on donations in kind or any other intangible income not evaluated or explained in the accounts.

2.9 RESERVES POLICY

Free reserves are defined as unrestricted financial investments plus working capital. They exclude restricted and designated funds, tangible fixed assets and defined benefit pension assets/liabilities; and include minority interests (for the Group). It is the policy of the Board to hold adequate reserves for the following purposes:

- To manage foreseeable working capital requirements
- To absorb a risk-based assessment of the impact of trading volatility
- To make reasonable allowance for other risks on a contingency basis
- To finance investment in the strategic development of the Charity

As a charity whose expenditure is driven by contractual delivery requirements, the level of reserves we are able to hold is dependent on our ability to generate a net surplus from our trading activities. In the long run we regulate the level of reserves and remain sustainable by optimising those surpluses and investing amounts not planned to cover minimum working capital and risk requirements in strategic development and / or charitable activities.

The Board of Trustees reviews the reserves policy each year to ensure it remains fit for purpose. The Board reviews actual and planned reserves levels at least twice a year, as part of long-term financial planning, to ensure the level of funds in reserves will remain adequate. The level of reserves required for each purpose fluctuates dynamically in line with changes in composition and performance of our portfolio of contracts and changes to the nature and assessment of the risks we face.

Accordingly, our monitoring approach is designed to ensure that throughout our planning horizon reserves will remain adequate and that we have plans to deploy reserves appropriately.

We set a budget and a 3-year plan annually. In 2024, we developed a 5-year plan in line with our corporate strategy, to August 2029. The Board of Trustees and the Executive actively monitor financial results against the budget on a monthly basis. Regular forecasts with associated risks and opportunities are produced for the current financial year, to identify actions to optimise financial performance by mitigating risks and realising opportunities.

We monitor solvency by projecting income, net income, free reserves and cash to August 2026. We have reviewed this analysis on a regular basis up to the date of signing the report. We use a range of scenarios to stress test cash and reserves. This testing shows that we have adequate headroom for cash and a strong balance sheet. On this basis, while an amount of uncertainty about the volume and timing of new business exists, this does not pose a material uncertainty that would cast doubt on the Charity's ability to continue as a going concern.

On 31 August 2024 free reserves were £14.2m for the Charity (2022/23: £13.9m) and £22.0m for the Group (2022/23: £21.4m). These amounts compare with budget figures set at the beginning of the financial year of £11.1m and £18.2m respectively. They were in line with our dynamic financial planning, and so were at a level that is adequate to meet continuously evolving requirements, including a £5m investment in technology planned for 2022/23 to 2024/25. The increase in Charity reserves during the year was driven by proceeds from the sale of shares in Waverley School (Waverley Way) Limited, dividends from subsidiaries and gains from financial investments.

2.10 INVESTMENT POLICY AND RETURNS

Our investment policy is to align with our reserves policy by balancing the portfolio between capital maintenance with low- to medium-risk returns over the medium term. We manage investment risk by pooling financial investments in two tiers. Tier 1 aims to represent the general funds minimum reserves requirement and is held in cash and cash equivalents. Tier 2 aims to represent the balance of financial resources in general and restricted funds and is held in balanced investment funds.

The Board of Trustees has wide investment powers and has delegated responsibility for the management of the portfolio, within the agreed risk profile, to selected investment managers. Our policy has an ethical component under which, while having regard to the requirements of charity law to maximise returns, we seek to avoid investing in activities contradictory to our objectives. Trustees periodically review implementation of the policy in consultation with the investment managers. The financial performance component of return on investment is measured against benchmark weighted indices. Historic performance against benchmarks is shown in the table below.

Investment manager	1 Year		3 Years		5 Years	
	Actual	Benchmark	Actual	Benchmark	Actual	Benchmark
Newton (to 30/09/24)	11.9%	14.7%	4.4%	5.1%	7.3%	7.1%
LGIM (to 31/08/24)	12.1%	14.1%	3.0%	4.1%	4.8%	7.5%

2.11 ENERGY AND CARBON REPORTING

The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 require us to disclose our annual UK energy use, greenhouse gas (GHG) emissions, energy efficiency measures undertaken and an energy efficiency ratio.

Energy Use and Carbon Emissions Disclosure

Primary Statement for 2023/24

	2023/24 Energy Consumption (KWh)	2023/24 Emissions (tCO_2e)	2022/23 Emissions (tCO_2e)	% Change
Electricity	347,367	71.92	85.67	-16.1%
Gas	491,382	89.87	82.88	+8.4%
Transport Fuels	162,826	36.97	45.42	-18.6%
Gross Annual Total	**1,001,575**	**198.76**	**213.97**	**-7.1%**
Intensity Metric (Headcount)		737	780	-5.5%
Total tCO_2e/head		**0.27**	**0.27**	**-1.7%**
Qualifying Green Tariffs	345,758	71.58	84.67	-15.5%
Net Annual Total	**655,817**	**127.18**	**129.30**	**-1.6%**

These emissions translate to Scope 1, 2 and 3 emissions as follows:

GHG Emissions	2023/24 Energy Consumption (KWh)	2023/24 Emissions (tCO_2e)	2022/23 Emissions (tCO_2e)	% Change
Scope 1*	496,530	91.10	86.07	5.8%
Scope 2 (location based)	347,367	71.92	85.67	-16.1%
Scope 2 (market based)	1,609	0.33	0.27	21.4%
Scope 3	157,678	35.74	42.23	-15.4%
Total (location based)	**1,001,575**	**198.76**	**213.97**	**-7.1%**
Total (market based)	**655,817**	**127.18**	**129.30**	**-1.6%**

* Transport fuel consumption and mains gas included, fugitive emissions were monitored but not released

This is the fifth year of GHG reporting and is aligned with the 2023/24 financial year. The first year's report in 2019/20 forms the baseline year. The baseline year was formed during the Covid-19 pandemic and as such comparisons to this and future years may be skewed. We aim to re-baseline during 2024/25.

We have not developed any carbon targets for the current reporting period. However, a carbon reduction plan to achieve carbon net-zero by 2040 has been developed. The intensity metric chosen is employee numbers (taken as a monthly average). This was chosen as the most suitable metric as the organisation has both schools and offices within the UK and relates well to any changes in the energy consumption and associated carbon emissions.

We have no qualifying carbon offsets during this financial period. Within the UK, all directly sourced electricity that the organisation procures is from REGO-backed or 100% Carbon offset (Kyoto Protocol). We have also taken account of any landlord procured electricity from renewable sources. This has reduced gross emissions from the consumption of purchased electricity via a qualifying green electricity tariff by over 99%, equating to a carbon saving of 71.6 tonnes of CO_2e for this financial year.

Energy Efficiency Narrative

During the reporting year we have undertaken the following activity which has or will have a direct Impact on the energy efficiency of the organisation.

- Ensured directly procured electricity continues to be 100% renewable (REGO-backed).
- Continued to review the real estate portfolio disposing of a further serviced office space at the end of the financial year.
- Continued to develop our Carbon Reduction Plan with a commitment to Net Zero, adding emissions from waste disposal.
- Updated relevant policies including Sustainable Development Policy and Travel Policy, with a focus on avoiding travel where possible.
- Developed an internal Environmental webpage for employees, including data reports on overall emissions, tips for reducing individual emissions, as well as links to EDT's research 'Climate Change and its Impact on Education'.
- Our UK Directorate Sustainability Working Group continued to share good practice on promoting sustainability with employers and partners.
- Ongoing implementation of energy efficiency measures within our schools portfolio through upgrades to LED lighting upgrades, thermal improvements, and window upgrades.

Action planning following the Energy Savings Opportunities Scheme (ESOS) Phase 3 is now underway. The surveys and associated reports completed as part of ESOS should provide a route map for which energy conservation measures can be implemented cost effectively. To reduce energy consumption, cost and carbon emissions, we will continue our existing good practices and implement further energy conservation measures in the next 12-month period, in line with our Carbon Reduction Plan.

2.12 FUNDRAISING

Section 162a of the Charities Act 2011 requires us to make a statement on fundraising activities. We do not undertake fundraising activities. Therefore:

- We do not use professional fundraisers or 'commercial participators' to solicit donations.
- We are not subject to any fundraising regulatory scheme or relevant codes of practice.
- We have not received any complaints in relation to fundraising.
- We do not require procedures to monitor fundraising activities.

2.13 PRINCIPAL RISKS

The top corporate risks facing the Group, and associated measures for managing those, are:

Risk identified	Further managing actions
Over-reliance on UK government for funding	» Strategic focus on opportunities from diversified funders and territories
Introduction of VAT on UK independent schools	» Market engagement and cost management
Changes to tax rates and employment practices in the UK	» Review ways of working, process and digital efficiencies to maintain commercial advantage
Reduction in programmes funded by UK DfE	» Pursue client diversification in the UK including decentralised contracts
Major compliance failure (statutory, regulatory)	» Enhanced systems/controls designed around compliance requirements
Major security incident in fragile /conflict-affected region	» Duty of care policies and procedures » Security framework in place in high-risk contexts
Major safeguarding incident	» Continuous focus on safeguarding monitoring and enhancement
IT security breach	» Continued implementation of roadmap of tech security enhancements

2.14 FINANCIAL RISKS

The following sets out the risk management principles applied to certain types of financial risks.

Liquidity
The Group retains sufficient cash funds to meet the day-to-day needs of the organisation and invests its remaining reserves in longer-term investments to maximise returns. The Group's financing objective is to locate funds that are surplus to operational requirements in the Charity (the parent entity). Subsidiaries provide regular financing plans and proposals for repatriation of surplus funds for approval by the Charity.

Financial market
The Group's exposure to market risk arises primarily from the Group's fixed asset investments: an investment portfolio of stocks and shares managed by two asset management companies and investment properties. The Group's policy for the investment portfolio is to ensure the investment portfolio is spread between equities and bonds, both in the UK and overseas, and is invested ethically. There are no investments in unquoted stocks, derivatives or unregulated collective investment schemes. The investment managers are also limited on how much they can invest in any one foreign currency or country.

Credit
The Group is mainly exposed to credit risk from credit sales. A significant amount of income is derived from major institutional, government and donor funding agencies and so the associated credit risk is modest. However, where it works for private sector clients it assesses the credit risk of new customers and factors the information from these credit ratings into future dealings with the customers. At the balance sheet date there were no significant concentrations of credit risk. The

maximum exposure to credit risk is represented by the carrying amount of each financial asset in the balance sheet.

Foreign exchange
Due to the international nature of its activities, the Group's reported reserves, net assets and gearing are all affected by foreign exchange movements. By default, currency exposures are minimised by denominating transactions in GBP and / or denominating cash in- and out-flows in the same currency. Net exposures are identified, and appropriate management approaches are put in place on a case-by-case basis. The Group does not currently have any currency derivative instruments in place.

Procurement
Third-party expenditure is governed by a procurement policy and purchases of goods and services of more than a defined amount are subject to a tender process and contracts are put in place.

2.15 OPERATIONAL PLAN 2024/25

2024/25 is the first year of our 5-year strategy, EDT 2030. Our EDT 2030 strategy prioritises high-impact opportunities to diversify into new markets, builds on current propositions, and aligns organisational development for expansion beyond 2030. Our guiding purpose is to increase the life chances of individuals by improving education and skills outcomes.

Our 5-year strategic goals are below. Objectives and activity plans have been set for each goal with targets and KPIs.

Goal 1	We are externally known for what we offer and what makes us different
Goal 2	We have proof that our work leads to impact
Goal 3	Strengthen our footprint in our current key markets
Goal 4	Diversify: markets and funders
Goal 5	Establish and consistently implement high-impact cost-effective methodologies
Goal 6	Continue to represent good value for money for our clients

Our key targets for 2024/25 are:

- **New business**: We aim to secure significant new business income from a diverse client base and to maintain or grow our sales book value.
- **Commercial**: Our commercial goal is to maintain or exceed our current level of income from charitable activities and deliver a net surplus before investment.
- **Delivery**: Our delivery objectives include achieving 100% of the year 1 reach targets in our strategy, securing good grades in external evaluations, and meeting or exceeding impact targets for all major contracts.
- **People**: We are aiming for 5% increase in our employee engagement score, talent aligned with the delivery of our strategic objectives, increased reach of our employer brand and employees that we agree that they are treated with fairness and respect.
- **Stakeholders**: Our goal is to ensure that key stakeholders are familiar with EDT and our activities, that clients and partners believed in our effectiveness, and that communications are engaging.

3 STRUCTURE, GOVERNANCE AND MANAGEMENT

3.1 STRUCTURE

Education Development Trust is a charity registered in England and Wales and a company limited by guarantee. It has international and UK trading subsidiaries. We deliver education programmes to governments and donor agencies, provide education reform consultancy services, run a small group of independent (private) schools and invest in a programme of education research.

In Brunei, CfBT Education Services (B) Sdn Bhd, a majority-owned subsidiary, is engaged in the supply of education system reform services and English language teachers to the Sultanate's public school system. The principal activities of the EDT Middle East Educational Consultancy LLC, registered in Abu Dhabi, are to provide educational consultancy and support for schools. The principal objective of Education Development Zimbabwe (Private) Ltd, registered in Harare, is to advance education for the public benefit throughout Zimbabwe. The principal activity of the International School of Cape Town (Pty) Ltd, registered in South Africa is to run an independent school in Cape Town. Since year end, we sold the International School of Cape Town to another proprietor. During the year, we completed the sale of Waverley School (Waverley Way) Limited in February 2024.

3.2 GOVERNANCE

Education Development Trust was incorporated on 31 December 1965 and received charitable status on 20 February 1976. The Charity is governed by its Articles of Association, last amended in May 2024.

Board structure

The Board of Trustees meets at least 4 times per year to determine strategy and policies and review performance. It is responsible for the approval of budgets, financial statements and new investments, delegating specific responsibilities to its committees. Details of the trustees who served throughout the year (except as noted) are set out in Section 4.

There are four permanent committees of the Board of Trustees which report to the Board on their meetings and activities.

- The **Audit and Finance Committee** meets four times a year as a minimum. The committee provides an independent oversight of the Group's systems of internal control, risk management and compliance. It also monitors the Group's financial policies and financial management.
- The **Education Impact Committee** meets three times a year as a minimum to review the educational impact of the organisation's activities. It also has oversight of the public research programme.
- The **People, Culture and Remuneration Committee** meets three times a year. It has delegated responsibility and strategic oversight on matters related to people and culture across the organisation, including oversight of the salary and benefits packages of the Executive, the attraction and retention of talent, the development of a high performing workforce, ensuring a positive inclusive work environment where all employees feel valued and respected, and the review of global employee engagement survey outcomes and action plans. It makes recommendations to the Board of Trustees on the remuneration and benefits for the Executive, commissioning external salary benchmarking on a bi-annual basis.

- The **Corporate Safeguarding Committee** meets three times a year. It provides the Board of Trustees with assurance and evidence that we are meeting the applicable core regulations and exercising a duty of care. The Corporate Safeguarding Committee is advised immediately of any emerging safeguarding cases by the Head of Safeguarding & Inclusion through our Chief Executive Officer and is kept informed throughout the case management process.

A temporary committee, the **Digital Strategy and Innovation Committee** meets four times a year. It oversees strategic direction on the EDT digital strategy and roadmap, ensuring alignment with organisational goals and value to stakeholders.

Each of these committees is comprised of trustees and is attended by executive directors and senior members of staff, as required.

There are two membership committees. The members of these committees, the majority of which must be members who are not also trustees, are appointed by the President:

- The **Nominations Committee** meets twice a year to identify, nominate and make recommendations on the recruitment and appointment of trustees and members.
- The **Trustee Remuneration Committee**, meets as required (at least once a year) to review Board performance and provide independent oversight of the remuneration of the Board.

An **Operational Committee** was established in 2023/24 to consider low risk matters delegated by the Board of Trustees and the administration of matters already delegated by the Board of Trustees.

Current trustee membership of Board committees is indicated against each trustee's name, as listed in Section 4.

Appointment and role of trustees

Applications for new trustees are sought by public advertisement including the internet, through external advisers and through personal contact. The Nominations Committee interviews all potential trustees and successful applicants are put forward for election by the membership of the charitable company. Trustees serve up to two terms of four years. All new trustees are supported through an induction process, which includes meetings with the Chief Executive Officer, Corporate Governance team and operational Directors, as well as written induction materials and relevant training. Trustees are subject to a performance management process where individual training needs are identified, and the Board carries out a self-evaluation periodically and in line with best practice. Trustees are also encouraged to engage with our operational activities through visits to programmes or knowledge-sharing events.

Trustee indemnity insurance

Trustee indemnity insurance provides insurance cover for charity trustees against claims which may arise from their legitimate actions as trustees. As a matter of law, charities require authority to purchase this type of insurance. In the case of EDT, that authority is obtained from our Articles of Association.

Charity Governance Code

The Charity remains committed to the principles of the Charity Governance Code, focusing on:

- Trustees were fully engaged in developing EDT's new five-year strategy to 2030, participating in strategy workshops alongside the Executive Team and agreeing on external support and resources for the strategy development process. The Board, through the Education Impact Committee, evaluates the Charity's performance to ensure all programmes meet or exceed predetermined impact targets. (Principle 1: Organisational Purpose)
- The strategy was driven by a refreshed purpose and set of values that were developed collaboratively across the organisation, with the Board endorsing a shift in emphasis of the purpose to focus on increasing life chances by improving education and skills outcomes. The Board ensures that the Charity's values are reflected in its work and strategic objectives. (Principle 2: Leadership)
- Annual safeguarding training continues to be provided for Trustees. An internal audit was recently undertaken to review safeguarding processes, and the implementation of an agreed action plan is being monitored by the Corporate Safeguarding Committee. (Principle 3: Integrity)
- The structure, performance and Terms of Reference of sub-committees have been reviewed as part of a self-evaluation process and a Scheme of Delegation outlines Board-reserved matters and those delegated to committees. The Board manages risks, with the Audit and Finance Committee overseeing a new risk framework and controls maturity assessment. Performance is tracked against Key Performance Indicators through quarterly balanced scorecard reports and monthly reports from the Chief Executive Officer. (Principle 4: Decision making, risk and control)
- The Board held a facilitated session at their annual awayday which focussed on the group's role in the five key areas of Strategy, Scrutiny, Stretch, Stewardship and Support. This will shape future thinking around governance and board operation. For 2025, the cadence of Board and committee meetings has been streamlined to allow increased focus on strategic matters. (Principle 5: Board effectiveness)
- The People, Culture and Remuneration Committee continues to oversee the Inclusion and Diversity strategy and the transition to a devolved mainstreaming approach and plan. (Principle 6: Equality, Diversity, and Inclusion)
- There is a strengthened focus on internal and external customer satisfaction metrics at Board meetings. (Principle 7: Openness and accountability)

UN Global Compact

We demonstrate our commitment to the ten principles of the UN Global Compact by ensuring that they form part of our strategy, culture and day-to-day operations, alongside the Sustainable Development Goals. Our Letter of Commitment and latest Communication on Engagement are both available on unglobalcompact.org.

3.3 RESPONSIBILITIES OF THE BOARD OF TRUSTEES

The Board of Trustees is responsible for preparing the Annual Report and the financial statements in accordance with the Companies Act 2006 and for being satisfied that the financial statements give a true and fair view. The Board of Trustees is also responsible for preparing the financial statements in accordance with United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). In considering its responsibilities, the Board has had regard to the Charity Governance Code.

Charity and company law requires the Board of Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and of the surplus or deficit of the Charity for that year. As noted above, in preparing those financial statements, the Board of Trustees is required to:

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

The Board of Trustees has overall responsibility for keeping proper accounting records that show and explain the Charity's transactions, disclose with reasonable accuracy at any time the financial position of the Charity and enable it to ensure that the financial statements comply with the Companies Act 2006.

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

The Board of Trustees is also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

All of the current trustees have taken all the steps that they ought to have taken to make themselves aware of any information needed by the Charity's auditors for the purposes of their audit and to establish that the auditors are aware of that information. The trustees are not aware of any relevant audit information of which the auditors are unaware.

3.4 MANAGEMENT

During the period, the activity of the Charity was organised in four operational areas:

- UK: This activity brings together our large-scale UK programmes. The key components of this area are UK Education and UK Skills (including Employability and Careers).
- International: This activity brings together our large-scale programmes outside the UK. The key components of this area are the Middle East and Asia region and the Sub-Saharan Africa region.
- Research & Consultancy: This activity incorporates our consultancy business and our research. This area also manages the Alexandria Schools Trust restricted fund.
- Independent Schools: This area includes our three independent (private) schools: two in the UK and one in South Africa.

3.5 STAFF

During the period under review, we employed an average of approximately 1,159 staff worldwide, and experienced considerable organisational change as we managed transition within our portfolio of contracts. Change was also delivered through the implementation of the new executive leadership team and realigning activities within the business to effectively position the business for the delivery of the new strategy, in particular reshaping the UK and International directorates. A new pension scheme was implemented for staff in the UK business and reviews of the pension provisions across the Sub-Saharan African business to ensure value for money for staff and a meaningful contribution to their retirement provisions.

We are a Disability Confident employer which reinforces our full commitment to undertaking activities that make a real difference to people with disabilities. This includes giving full and fair consideration to disabled applicants for employment in line with our inclusion and diversity strategy, having regard to their aptitudes and abilities; continuing the employment of, and arranging training for employees who have become disabled while employed; and focusing on the training, career development and promotion of people with disabilities.

We continue to take a proactive approach to employee engagement and partnered with Gallup for a second year to ensure that we respond to previous feedback and create a working environment in which all colleagues can thrive and achieve their full potential. 2024/25 results tell us that we have stayed broadly where we were last year, which given the changes in the Executive Team along with wider organisation changes, is a satisfactory outcome.

We focused our efforts on the ‘Basic Needs’ questions and strengthened our Continuous Performance Management process. This led to measurable improvements, and the impact of more frequent, meaningful conversations can be seen in improved scores i.e. ‘In the last six months, someone at work has talked to me about my progress’, (3.99 to 4.12), ‘This last year, I have had opportunities at work to learn and grow’ (3.95 to 4.06) and ‘My manager, or someone at work, seems to care about me as a person’ (4.12 to 4.21).

Another area that is particularly important to us is that of respect at work, so we were pleased to see that score sustain its improvement, moving from 4.17 to 4.23. We hope to see further improvement in this area as a result of our ongoing work on Inclusion & Diversity.

3.6 RISK MANAGEMENT AND INTERNAL CONTROL

Our Board of Trustees has responsibility for ensuring the appropriate financial and non-financial controls are in place to provide reasonable, but not absolute, assurance against inappropriate use of resources and against the risk of errors or fraud. It also supports the achievement of the organisation’s policies, aims and objectives.

Risk management

The Audit and Finance Committee oversees our risk management framework on behalf of the trustees. Due to the complexity of the organisation, the Board considers risk tolerance in relation to specific areas of sensitivity, rather than setting a generic risk tolerance framework. In our risk management policy, we have set risk tolerance levels for safeguarding risk (very low) compliance risk (low), security risk (medium), and commercial risk (medium).

We operate a formal risk management process which is incorporated within our system of internal control. This is integrated into the organisation, with clear risk ownership at every level to enable management of the risk profile. Operating at all levels of the organisation from individual programmes up to Group level, exposure to risk is regularly reviewed and escalated. Exposures are assessed before and after existing controls, and where these are regarded as inadequate further measures are devised and implemented.

Risks are escalated to the appropriate organisational level based on their scope and significance. Risk management is considered at business review meetings. Reports are made to the Audit and Finance Committee which reviews and provides further challenge. The Board receives reports on strategic risks four times per year.

Internal control

The Audit and Finance Committee provides independent oversight of the effectiveness of the systems of internal control and is responsible for reviewing and approving the annual internal audit programme, reviewing the key findings of the internal audit reports as well as monitoring the implementation of accepted recommendations. The committee also meets at least twice a year with the external auditors, both with and without management, to discuss the annual statutory audit and any internal control weaknesses identified in the management letter.

The key components of our internal control and risk management environment include:

- A three-year strategic plan approved by the Board of Trustees against which performance is monitored.
- An annual plan and budget approved by the Board of Trustees.
- Consideration of the financial results of the Group by the Board of Trustees and executive management based on monthly management reports with variances to budget and/or forecast.
- Consideration of organisational performance – educational impact, contractual delivery, financial performance and risk management – through business review meetings.
- Delegation of authority and segregation of duties.
- Processes for identifying and managing compliance with relevant legislation and with the requirements of regulatory bodies.
- Operational policies and procedures for staff, including policies on safeguarding, whistleblowing, health and safety, and serious incident reporting.
- An outsourced internal audit function which is responsible for a rolling programme of risk-based audits designed to review the effectiveness of internal control processes across the Group and to provide recommendations to strengthen the control environment, the results of which are reported to management and the Audit and Finance Committee.

In particular, we are committed to safeguarding and have zero tolerance for any form of harm, abuse, neglect or exploitation of beneficiaries, staff and all who come into contact with EDT. This accountability rests with the trustees, who have delegated operational responsibility through the Executive and the Corporate Safeguarding Committee.

The Trustees' Annual Report and Strategic Report was approved by the Board of Trustees on 6th February 2025 and signed on its behalf by:

Ilse Howling
Chair
6th February 2025

4 REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS

4.1 CHARITY DETAILS

Name	Education Development Trust
Registered Charity	Charity Number 270901
Private Company Limited by Guarantee	Company Number 867944
Country of incorporation	England and Wales
Registered & Principal Office	Highbridge House, 16–18 Duke Street, Reading RG1 4RU
Website	www.edt.org
Email	enquiries@edt.org
Telephone	0118 902 1000

4.2 TRUSTEES

The following trustees served throughout the period to which this report relates unless otherwise indicated. Current membership of Board sub-committees is also indicated.

- Ilse Howling – Chair; Chair of Nominations Committee; People, Culture and Remuneration Committee; Operational Committee
- Tanya Barron – Chair of Corporate Safeguarding Committee; Audit and Finance Committee; People, Culture and Remuneration Committee
- Timothy Coulson – Education Impact Committee
- Julia Grant
- Nimal Hemelge – Audit and Finance Committee; Digital Strategy and Innovation Committee
- Robert Humphreys (to July 2024) – Chair of Audit and Finance Committee
- Joy Hutcheon – Chair of People, Culture and Remuneration Committee; Audit and Finance Committee; Nominations Committee
- Angela McFarlane – Chair of Education Impact Committee
- Jonathan Simons – Education Impact Committee
- Anne Tutt (from May 2024) – Chair of Audit and Finance Committee; Digital Strategy and Innovation Committee; Operational Committee
- Muchemi Wambugu – Chair of Digital Strategy and Innovation Committee; Education Impact Committee

4.3 MEMBERS

Currently Education Development Trust has 34 members. The members take an active role in our work and share their educational experience and expertise for the benefit of EDT. The membership appoints the trustees and is responsible for reviewing the work of EDT, principally at the Annual General Meeting.

4.4 PRESIDENT AND VICE PRESIDENT

Sara Hodson was appointed as EDT's President on 9 May 2024, having previously acted as EDT's Vice President.

4.5 EXECUTIVE

The Executive is responsible for the operational management of the organisation and, through the Chief Executive Officer, reports to the Board of Trustees or its committees. Current membership of the Executive is below:

- Dan Sandhu (Chief Executive Officer) from 4 September 2023
- Mick Dyson (Chief Financial Officer)
- Sarah Farquhar (Chief People Officer)
- Tony McAleavy (Chief Education and Skills Officer)
- Kurt Weideling (Chief Digital and Information Officer) from 20 November 2023
- Ross Anderson (Managing Director UK) from 4 December 2023
- Fadi Khalek (Managing Director International) from 1 August 2024

The following were departing members of the Executive during the year:

- Tarek Alami (Director Africa, Middle East and Asia) to 15 March 2024
- Patrick Brazier (Chief Executive) to 1 September 2023
- Steve Cutts (Interim Director UK) from 15 May 2023 to 19 January 2024
- Cheryl McGechie (Director Marketing and Business Development) to 28 June 2024
- Anna Riggall (Director Research and Consultancy) to 31 July 2024

4.6 BANKERS AND PROFESSIONAL ADVISERS

Bankers	Lloyds Bank Plc 24 Broad Street Reading RG1 2BT	Auditor	Crowe U.K. LLP 4th Floor, St James House St James' Square Cheltenham GL50 3PR
Investment Managers	Newton Investment Management Limited 160 Queen Victoria Street London EC4V 4LA		Legal and General Investment Management One Coleman Street London EC2R 5AA
Legal Advisers	Clarkslegal LLP 5th Floor, Thames Tower Station Road Reading RG1 1LX		Muckle LLP Time Central 32 Gallowgate Newcastle upon Tyne NE1 4BF
Legal Advisers (International)	Eversheds Sutherland One Wood Street London EC2V 7WS		

5 INDEPENDENT AUDITOR'S REPORT TO MEMBERS OF EDUCATION DEVELOPMENT TRUST

Opinion

We have audited the financial statements of Education Development Trust ('the charitable company') and its subsidiaries ('the group') for the year ended 31 August 2024 which comprise Consolidated and Charity Statements of Financial Activities, Consolidated and Charity Balance Sheets and Consolidated Cash Flow Statement, and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 August 2024 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions related to going concern

In auditing the financial statements, we have concluded that the trustee's 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 or the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

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

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on pages 25 and 26, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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

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

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, together with the Charities SORP (FRS102) 2019. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were anti-fraud, bribery and corruption legislation, taxation legislation and employment legislation. We also considered compliance with local legislation for the group's overseas operating segments.

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

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

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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

T Westcott

Tara Westcott
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
Cheltenham

Date: 19 February 2025

6 CONSOLIDATED FINANCIAL STATEMENTS AND NOTES

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

For the year ended 31 August 2024

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Year to 31 August 2024 Total £'000	Year to 31 August 2023 Total £'000
INCOME					
Income from investments	**1d**				
Dividends receivable		82	93	175	234
Rental income		415	-	415	407
Interest income		617	-	617	213
Income from charitable activities	**1d**				
UK		32,367	6,496	38,863	36,887
Africa, Middle East and Asia		28,125	-	28,125	39,052
Research and Consultancy		1,216	66	1,282	4,006
Independent Schools		10,911	-	10,911	10,378
Total income	**2a**	**73,733**	**6,655**	**80,388**	**91,177**
EXPENDITURE					
Expenditure on raising funds					
Investment managers' fees	**1e**	8	12	20	51
Other costs		409	-	409	408
Expenditure on charitable activities	**1e**				
UK		30,476	6,496	36,972	35,206
Africa, Middle East and Asia		29,500	-	29,500	40,120
Research and Consultancy		1,670	299	1,969	4,497
Independent Schools		11,239	-	11,239	10,111
Total expenditure	**5**	**73,302**	**6,807**	**80,109**	**90,393**
Total income less total expenditure		**431**	**(152)**	**279**	**784**
Net gains on investments	**8**	422	548	970	7
Net income	**2b**	**853**	**396**	**1,249**	**791**
Other recognised gains and losses					
Actuarial losses on defined benefit pension schemes	**14**	(60)	-	(60)	(5,445)
Exchange losses on conversion of subsidiaries		(43)	-	(43)	(650)
Total recognised losses		**(103)**	**-**	**(103)**	**(6,095)**
Net movement in funds before minority interest		**750**	**396**	**1,146**	**(5,304)**
Less: Minority interest		(549)	-	(549)	(54)
Net movement in funds after minority interest		**201**	**396**	**597**	**(5,358)**
Balance brought forward at 1 September		**23,714**	**5,623**	**29,337**	**34,695**
Balance carried forward at 31 August		**23,915**	**6,019**	**29,934**	**29,337**

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

The notes on pages 39 to 61 form an integral part of these financial statements.

STATEMENT OF FINANCIAL ACTIVITIES – CHARITY ONLY
For the year ended 31 August 2024

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Year to 31 August 2024 Total £'000	Year to 31 August 2023 Total £'000
INCOME					
Income from investments	**1d**				
Dividends receivable		409	93	502	726
Rental income		408	-	408	398
Interest income		454	-	454	116
Income from charitable activities	**1d**				
UK		32,367	6,496	38,863	36,887
Africa, Middle East and Asia		6,997	-	6,997	18,832
Research and Consultancy		1,216	66	1,282	4,006
Independent Schools		8,679	-	8,679	8,089
Total income		**50,530**	**6,655**	**57,185**	**69,054**
EXPENDITURE					
Expenditure on raising funds					
Investment managers' fees	**1e**	8	12	20	51
Other costs		409	-	409	408
Expenditure on charitable activities	**1e**				
UK		32,837	6,496	39,333	36,628
Africa, Middle East and Asia		6,935	-	6,935	19,013
Research and Consultancy		1,748	299	2,047	4,651
Independent Schools		9,036	-	9,036	7,970
Total expenditure		**50,973**	**6,807**	**57,780**	**68,721**
Total income less total expenditure		**(443)**	**(152)**	**(595)**	**333**
Net gains on investments	**8**	422	548	970	7
Net (expenditure) / income		**(21)**	**396**	**375**	**340**
Other recognised gains and losses					
Actuarial losses on defined benefit pension schemes	**14**	(60)	-	(60)	(5,445)
Total recognised losses		**(60)**	**-**	**(60)**	**(5,445)**
Net movement in funds		**(81)**	**396**	**315**	**(5,105)**
Balance brought forward at 1 September		**18,345**	**5,623**	**23,968**	**29,073**
Balance carried forward at 31 August		**18,264**	**6,019**	**24,283**	**23,968**

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

The notes on pages 39 to 61 form an integral part of these financial statements.

BALANCE SHEETS
As at 31 August 2024

	Notes	GROUP As at 31/08/24 £'000	GROUP As at 31/08/23 £'000	CHARITY As at 31/08/24 £'000	CHARITY As at 31/08/23 £'000
FIXED ASSETS					
Tangible assets	**1f, 7**	5,079	5,242	4,056	4,216
Investments	**1h, 8**	13,839	9,444	13,839	9,444
Investments in Group undertakings	**9**	-	-	203	203
Total fixed assets		**18,918**	**14,686**	**18,098**	**13,863**
CURRENT ASSETS					
Debtors: Amounts falling due within one year	**10**	15,384	18,226	11,835	14,833
Cash at bank and in hand		21,604	21,961	13,673	14,583
		36,988	**40,187**	**25,508**	**29,416**
CURRENT LIABILITIES					
Creditors: Amounts falling due within one year	**11**	(22,207)	(22,058)	(18,748)	(18,735)
Net current assets		**14,781**	**18,129**	**6,760**	**10,681**
Total assets less current liabilities		**33,699**	**32,815**	**24,858**	**24,544**
Provision for liabilities and charges	**13**	(596)	(596)	(575)	(576)
Defined benefit pension schemes	**14**	-	-	-	-
NET ASSETS		**33,103**	**32,219**	**24,283**	**23,968**
CHARITABLE FUNDS					
Unrestricted funds (excluding defined benefit pensions)		23,915	23,714	18,264	18,345
Restricted funds	**12**	6,019	5,623	6,019	5,623
SUB TOTAL FUNDS (excluding pension liabilities)		**29,934**	**29,337**	**24,283**	**23,968**
Defined benefit pension asset	**14**	-	-	-	-
TOTAL FUNDS (excluding minority interest)		**29,934**	**29,337**	**24,283**	**23,968**
Minority interests		3,169	2,882	-	-
TOTAL FUNDS		**33,103**	**32,219**	**24,283**	**23,968**

The notes on pages 39 to 61 form an integral part of these financial statements.

The financial statements were approved by the Board and signed on its behalf by:

Ilse Howling
Chair
Dated: 6th February 2025

CONSOLIDATED CASH FLOW STATEMENT
For the year ended 31 August 2024

	Year to 31 August 2024 £'000	Year to 31 August 2023 £'000
Cash flows from operating activities		
Net income for the year	**1,249**	**791**
Adjustments for:		
Depreciation on tangible fixed assets	1,094	1,097
(Profit) / loss on sale of tangible fixed assets	(17)	5
Profit on sale of subsidiary	(431)	(585)
Decrease / (increase) in debtors	2,842	(1,145)
Decrease in creditors	149	1,316
Decrease in provisions	-	(18)
Less dividends receivable	(175)	(234)
Less interest receivable	(617)	(213)
Post-retirement benefits adjustment	(60)	(263)
Dividends paid to minority interest	(263)	(409)
Gains on investments	(970)	(7)
Exchange (gains) / losses on fixed assets	(23)	250
Exchange losses on conversion of cash	15	23
Exchange losses on conversion of opening reserves of foreign subsidiaries	(43)	(650)
Net cash generated from / (used in) operating activities	**2,750**	**(42)**
Cash flows from investing activities		
Interest received	617	213
Dividends received from investments	175	234
Sale of subsidiary	583	585
Purchase of tangible fixed assets	(1,059)	(711)
Sale of tangible fixed assets	17	-
Purchase of fixed asset investments	(9,137)	(2,403)
Sale of fixed asset investments	5,680	2,299
Net cash (used in) / generated from investing activities	**(3,124)**	**217**
Net (decrease) / increase in cash and cash equivalents in the year	**(374)**	**175**
Cash and cash equivalents at the beginning of the year	21,995	21,843
Change in cash and cash equivalents due to exchange rate movements	(15)	(23)
Total cash and cash equivalents at the end of the year	**21,606**	**21,995**
Cash and cash equivalents:		
Cash at bank and in hand	21,604	21,961
Cash at investments managers – money market deposits	2	34
Total cash and cash equivalents	**21,606**	**21,995**

The notes on pages 39 to 61 form an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 August 2024

1. PRINCIPAL ACCOUNTING POLICIES

a. Basis of accounting and consolidation

Education Development Trust is a charitable company limited by guarantee, incorporated in England and Wales (Charity Number 270901 / Company Number 867944). The address of its registered office is Highbridge House, 16-18 Duke Street, Reading, RG1 4RU. The financial statements have been prepared under the historical cost convention, except for investments which are included at market value. The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The accounts of the Charity have been prepared on a going concern basis.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires the Group's management to exercise judgement in applying the Group's accounting policies (see note 1c).

In preparing the separate financial statements of the Charity, advantage has been taken of the following disclosure exemptions available in FRS 102:

- no cash flow statement has been prepared for the Charity;
- no disclosure has been given for the aggregate remuneration of the key management personnel of the Charity because their remuneration is included in the totals for the Group as a whole.

All branches are consolidated fully within the Charity. The results and balance sheet of Education Development Trust and its subsidiaries have been consolidated on a line-by-line basis.

The Consolidated Statement of Financial Activities includes the financial activities of the Charity and its subsidiaries up to 31 August. The results of subsidiaries acquired or sold are included in the Consolidated Statement of Financial Activities from, or up to, the date control passes. Intra-group transactions are eliminated fully on consolidation.

On acquisition of subsidiaries, all of the assets and liabilities that exist at the date of acquisition are recorded at their fair values reflecting their condition at that date. All changes to those assets and liabilities and the resulting surpluses or deficits that arise after the Group has gained control of the subsidiary are charged to the post-acquisition Statement of Financial Activities.

The Charity meets the definition of a public benefit entity under FRS 102.

A summary of the accounting policies, which have been applied consistently, is set out below.

b. Going Concern

We set a budget and a 3-year plan annually. In 2024, we developed a 5-year plan in line with our corporate strategy, to August 2029. The Board of Trustees and the Executive actively monitor financial results against the budget on a monthly basis. Regular forecasts with associated risks and opportunities are produced for the current financial year, to identify actions to optimise financial performance by mitigating risks and realising opportunities.

We monitor solvency by projecting income, net income, free reserves and cash to August 2026. We have reviewed this analysis on a regular basis up to the date of signing the report. We use a range of scenarios to stress test cash and reserves. This testing shows that we have adequate headroom for cash and a strong balance sheet. On this basis, while an amount of uncertainty about the volume and timing of new business exists, this does not pose a material uncertainty that would cast doubt on the Charity's ability to continue as a going concern. The Board of Trustees therefore considers it appropriate for the accounts to be prepared on a going concern basis.

NOTES TO THE FINANCIAL STATEMENTS (continued)
For the year ended 31 August 2024

1. PRINCIPAL ACCOUNTING POLICIES (continued)

c. Critical accounting judgements and estimations

In preparing the financial statements, the Board of Trustees is required to make estimates and judgements. The items in the financial statements where these judgements and estimates have been made include:

(i) Actuarial assumptions in respect of defined benefit pension schemes – Actuarial valuations of defined benefit pension schemes are incorporated in the financial statements in accordance with FRS 102. The actuarial valuation process involves making assumptions about discount rates, future salary increases, mortality rates and future pension increases. Due to the complexity of the valuation, the underlying assumptions and the long-term nature of these plans, such estimates are subject to significant uncertainty. In applying FRS 102, advice is taken from independent qualified actuaries.

(ii) Recognition of pension scheme asset – in line with FRS102, the Charity only recognises a defined benefit asset to the extent it is considered recoverable through reduced contributions in the future, or through refunds from the scheme. The appropriate accounting treatment is determined for each scheme separately based on review and interpretation of the scheme rules.

(iii) Bad debts – The estimate for receivables relates to the recoverability of the balances outstanding at the year end. A review is performed on an individual debtor basis to consider whether each debt is recoverable.

(iv) Tangible Fixed Assets – A review is performed annually for indicators of impairment.

d. Income

In the Statement of Financial Activities, income is split between income received from investments and income received from charitable activities.

Income from investments includes dividend income, rental income and interest income, and is included in the Statement of Financial Activities on a receivable basis.

Income from charitable activities represents amounts receivable for goods and services provided in the UK and overseas, net of taxes levied on sales.

Income from charitable activities has been split under the four key activities identified to meet the Charity's objectives: UK, Africa, Middle East and Asia, Research and Consultancy and Independent Schools.

Income is included in the Statement of Financial Activities when the Group has entitlement to the funds, the amount can be quantified, and receipt is probable. Specifically:

- income from tuition and nursery fees is recognised to the extent that the related services have been provided;
- income from contracts is recognised using the stage of completion method which is equivalent to the aggregate of related expenditure incurred plus a portion of estimated surplus. Anticipated losses on contracts are charged to the Statement of Financial Activities in their entirety when losses become evident;
- grants receivable income, where related to performance and specific deliverables, is accounted for as the Charity earns the right to consideration by its performance. Where income is received in advance of performance, its recognition is deferred and included in creditors. Where entitlement occurs before income is received, the income is accrued.

Any associated expenditure is accounted for according to the accruals concept.

NOTES TO THE FINANCIAL STATEMENTS (continued)
For the year ended 31 August 2024

1. PRINCIPAL ACCOUNTING POLICIES (continued)

e. Expenditure

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Expenditure on raising funds includes charges made by the investment managers, HSBC Global Asset Management (UK) Limited, for the Group's portfolio management.

Expenditure on charitable activities has been split under the four key activities identified namely: UK, Africa, Middle East and Asia, Research and Consultancy and Independent Schools. Further detail of the work within each of these areas is detailed in the Strategic Report.

Expenditure incurred by subsidiaries is deemed to be direct operating expenditure.

Support, development and governance cost are either directly attributable to charitable activities or where they are not directly attributable they are allocated to activities on a proportion of income basis.

Development expenses, which include marketing expenses, both those of a promotional nature and those specific to negotiating and obtaining future projects, are written off in the period in which the expenses are incurred.

Redundancy, termination, and ex gratia payments are accounted for in full in the year that the departure is agreed.

Where input VAT is not recoverable on work undertaken by the Group it is treated as a cost of that project and reflected in the Statement of Financial Activities.

f. Tangible fixed assets

Tangible fixed assets are stated at cost, less depreciation and any impairment losses. Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost, less estimated residual value, of each asset on a straight-line basis over its expected useful life as follows:

Freehold land	Not depreciated
Freehold and long-term leasehold buildings	30 years or lease term, whichever is shorter
Building improvements	30 years or lease term, whichever is shorter
Freehold and leasehold improvements	10 years, lease term or remaining contract period, whichever is shorter
Office furniture and equipment	5 years
Motor vehicles	4 years
Enterprise Resource Planning (ERP) system	10 years
Other computer equipment, software and IT infrastructure	3-5 years

Assets under construction are not depreciated until they are brought into use.

For office furniture, equipment and computer equipment purchased second-hand, the depreciation rate is 2 years straight-line.

NOTES TO THE FINANCIAL STATEMENTS (continued)
For the year ended 31 August 2024

1. PRINCIPAL ACCOUNTING POLICIES (continued)

f. Tangible fixed assets (continued)

Where assets are held for a specific contract, those assets are written off over the shorter of the estimated life of the asset and the underlying contract.

Where assets are purchased by the Group but are to be handed back to the funder at the end of the contract, ownership is deemed not to have transferred from the funder and the cost is expensed immediately.

The Group policy is not to capitalise items costing under £1,000. VAT is excluded in the cost of the capital item unless it is irrecoverable, in which case it is treated as part of the cost of that asset.

g. Impairment of fixed assets

Assets that are subject to depreciation or amortisation are assessed at each reporting date to determine whether there is any indication that the assets are impaired. Where there is any indication that an asset may be impaired, the carrying value of the asset is tested for impairment. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. Non-financial assets that have been previously impaired are reviewed at each reporting date to assess whether there is any indication that the impairment losses recognised in prior periods may no longer exist or may have decreased.

h. Investments

Investments in subsidiaries are measured at cost less accumulated impairment. Other fixed asset investments comprise investment portfolios. The valuations of the investment portfolios at balance sheet bid price were performed by the Group's investment managers, Newton Investment Management Limited, HSBC Global Asset Management (UK) Limited and Legal & General Investment Management Limited. Gains and losses are recognised in net income/expenditure in the Statement of Financial Activities. All investment income is derived from quoted investments and recorded in the books of the Charity when received.

i. Financial instruments

The Charity only has financial assets and liabilities of a kind which qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

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.

NOTES TO THE FINANCIAL STATEMENTS (continued)
For the year ended 31 August 2024

1. PRINCIPAL ACCOUNTING POLICIES (continued)

j. Pension scheme arrangements

(i) Defined contribution scheme

The Charity and its subsidiaries operate defined contribution pension schemes whereby contributions are charged against revenue as they are made.

(ii) Defined benefit scheme

The Charity contributed to defined benefit pension schemes.

Pension assets and liabilities are recorded in line with FRS 102, with scheme valuations undertaken by independent actuaries. FRS 102 measures the value of pension assets and liabilities at the balance sheet date and determines the benefits accrued in the year and the interest on assets and liabilities.

Current service costs, together with the net interest cost for the year, are allocated to relevant expenditure headings within the Statement of Financial Activities.

Scheme assets are measured at fair value at the balance sheet date. Scheme liabilities are measured on an actuarial basis at the balance sheet date using the projected unit method and discounted at a rate equivalent to the current rate of return on a high-quality corporate bond of equivalent term to the scheme liabilities.

The change in value of assets and liabilities arising from asset valuation, changes in benefits, actuarial assumptions, or change in the level of deficit attributable to members, is recognised in the Statement of Financial Activities within actuarial gains/losses on defined benefit pension schemes.

The resulting defined benefit asset or liability is presented separately on the face of the Balance Sheet. The Charity recognises assets for its defined benefit pension schemes to the extent that they are considered recoverable through reduced contributions in the future, or through refunds from the scheme.

k. Holiday pay accrual

A liability is recognised to the extent of any unused holiday pay entitlement which has accrued at the balance sheet date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement accrued at the balance sheet date.

l. Operating leases

Rentals paid under leases are charged against income on a straight-line basis over the lease term.

m. Foreign currency translation

(i) Functional and presentation currency

The individual financial statements of each group entity are presented in the currency of the primary economic environment in which the entity operates (the ‘functional currency’). The consolidated financial statements are presented in Sterling, which is the Charity’s and the Group’s presentation currency.

NOTES TO THE FINANCIAL STATEMENTS (continued)
For the year ended 31 August 2024

1. PRINCIPAL ACCOUNTING POLICIES (continued)

m. Foreign currency translation (continued)

(ii) Transactions and balances

In preparing the financial statements of the individual entities, transactions in currencies other than the functional currency of the individual entity are recognised at the spot rate at the dates of the transactions or at an average rate where this rate approximates the actual rate at the date of the transaction. At the end of each reporting period, monetary items denominated in foreign currencies are retranslated at the rates prevailing at that date. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated. Foreign exchange differences that arise are recognised within ‘Net income/expenditure’ in the Statement of Financial Activities.

(iii) Translation of group entities

For the purpose of presenting consolidated financial statements, the assets and liabilities of the Group’s foreign operations are translated from their functional currency to Sterling using the exchange rate ruling on the balance sheet date. Income and expenses are translated using an average rate for the period, unless exchange rates fluctuated significantly during that period, in which case the exchange rates at the dates of the transactions are used. Exchange differences arising on translation of group companies are recognised within ‘Other recognised gains/losses’ in the Statement of Financial Activities.

n. Restricted funds

The Charity and Group reserves are allocated to two separate types or funds: restricted funds and unrestricted funds. Restricted funds are those relating to income which may only be used for specific purposes. All other funds, including designated funds, are unrestricted.

The Board of Trustees may approve the transfer of funds from unrestricted to restricted funds if operating losses would otherwise result in negative restricted funds being carried forward and it is not anticipated that future operating profits will cover those losses.

NOTES TO THE FINANCIAL STATEMENTS (continued)
For the year ended 31 August 2024

2. SEGMENTAL ANALYSIS

(a) Group income relating to operating activities

	Year to 31 August 2024 £'000	Year to 31 August 2023 £'000
An analysis of Group turnover by geographical segment is given below:		
United Kingdom	48,788	48,649
South Asia and South East Asia	17,139	16,493
Middle East	6,570	6,620
Africa	7,784	19,386
Europe and other	107	29
	80,388	**91,177**

(b) Net income

	£'000	£'000
An analysis of the net (deficit) / surplus by geographical segment is given below:		
United Kingdom	(1,990)	(2,273)
South Asia and South East Asia	2,553	1,471
Middle East	171	143
Africa	486	1,460
Europe and other	29	(10)
	1,249	**791**

3. STAFF AND TEACHER COSTS

	Year to 31 August 2024 £'000	Year to 31 August 2023 £'000
Wages and salaries	40,075	41,856
Redundancy, termination or ex gratia payments	641	695
Social security costs	2,436	2,472
Pensions	1,597	1,786
Temporary staff	522	423
	45,271	**47,232**

Redundancy, termination, and ex gratia payments were incurred as part of the ongoing evolution of the business and were accounted for in full in the year that the departure was agreed. The amount payable at 31 August 2024 was £265,000 (2022/23: £130,279) and is included within Creditors.

Details of the amount payable to defined contribution pension schemes in respect of staff are shown in pensions note 14a.

NOTES TO THE FINANCIAL STATEMENTS (continued)
For the year ended 31 August 2024

3. STAFF AND TEACHER COSTS (continued)

Staff members whose total annual remuneration was in the ranges:	Year to 31 August 2024 No. of Staff	Year to 31 August 2023 No. of Staff
£60,000 – £69,999	22	26
£70,000 – £79,999	14	21
£80,000 – £89,999	14	11
£90,000 – £99,999	5	2
£100,000 – £109,999	1	3
£110,000 – £119,999	3	2
£120,000 – £129,999	5	3
£130,000 – £139,999	3	1
£140,000 – £149,999	1	-
£170,000 – £179,999	-	1
£180,000 – £189,999	-	1
£190,000 – £199,999	1	-
£200,000 – £209,999	1	-
£210,000 – £219,999	-	1
£230,000 – £239,999	-	1
	70	**73**

Total annual remuneration includes redundancy, termination and ex gratia payments.

For certain roles involved in major programmes in specific overseas territories, total remuneration includes accommodation, travel, medical and life insurance, schooling, taxes and other relevant allowances.

The Chief Executive Officer had total annual remuneration in the £190,000 - £199,999 range (2022/23: £180,000 - £189,999 range).

Total employer pension contributions for the provision of money purchase schemes totalled £278,627 (2022/23: £284,807) for those staff whose total remuneration was more than £60,000.

	Year to 31 August 2024 No. of Staff	Year to 31 August 2023 No. of Staff
The number of staff whose remuneration was more than £60,000 to whom retirement benefits are accruing under:		
- money purchase schemes	51	48
- defined benefit schemes	2	2
The average monthly number of persons employed by the Group during the period was:	1,159	1,271

Key management personnel

The total employment benefits of the key management personnel was £1,562,690 (2022/23: £1,541,671) and total employer pension contributions for nine people was £73,780 (2022/23: £105,225 for eight people). Redundancy pay of £117,639 (2022/23: £130,183) was paid to key management personnel.

NOTES TO THE FINANCIAL STATEMENTS (continued)
For the year ended 31 August 2024

4. NET INCOME

is stated after charging / (crediting)	Year to 31 August 2024 £'000	Year to 31 August 2023 £'000
Auditors' remuneration:		
Group audit (Charity 2023/24: £60,250, 2022/23: £58,500)	66	64
Audits of international subsidiaries	33	27
Internal audit	99	36
Depreciation (note 7)	1,094	1,097
Remuneration of the Board of Trustees (note 6)	148	142
Exchange differences	80	72
Operating lease rentals: Property	1,061	1,151
(Gain) / loss on sale of tangible fixed assets	(17)	5

5. ANALYSIS OF TOTAL EXPENDITURE – GROUP

	Direct Staff Costs £'000	Support Staff Costs £'000	Materials Production and Training Delivery £'000	Premises £'000	Other Project Expenditure (including depreciation) £'000	Other Support Expenditure £'000	Year to 31 August 2024 £'000	Year to 31 August 2023 £'000
Expenditure on charitable activities								
UK	17,143	3,458	252	148	13,683	2,288	36,972	35,206
Africa, Middle East and Asia	12,812	2,487	932	283	11,281	1,705	29,500	40,120
Research and Consultancy	1,972	113	78	1	(251)	56	1,969	4,497
Independent Schools	6,321	965	31	1,312	2,588	22	11,239	10,111
	38,248	**7,023**	**1,293**	**1,744**	**27,301**	**4,071**	**79,680**	**89,934**
Investment manager's fees	-	-	-	-	-	20	20	51
Other costs	-	-	-	-	-	409	409	408
Total expenditure	**38,248**	**7,023**	**1,293**	**1,744**	**27,301**	**4,500**	**80,109**	**90,393**

All direct expenditure is charged to the relevant charitable activity on an accruals basis.

Expenditure has been shown under the main categories and split between direct and indirect costs. Other project expenditure includes consultancy fees and other costs incurred in order to meet the Charity's contractual obligations. Other support expenditure includes central finance, human resources, information technology, marketing & communication and governance costs.

Support, governance and development expenditure which is not directly attributable to a charitable activity has been allocated based on the income of that activity as a proportion of the Group income. Governance costs are reported in note 4.

NOTES TO THE FINANCIAL STATEMENTS (continued)
For the year ended 31 August 2024

6. TRANSACTIONS WITH TRUSTEES AND CONNECTED PARTIES

(a) Trustees' remuneration and transactions

Recipient		Nature	Year to 31 August 2024 £	Year to 31 August 2023 £
I Howling		Remuneration	30,000	29,167
R Humphreys	to 3 July 2024	Remuneration	13,462	15,625
C Gilbert	to 18 May 2023	Remuneration	-	11,083
A McFarlane		Remuneration	16,000	15,625
J Hutcheon		Remuneration	16,000	15,625
J Grant		Remuneration	10,500	10,125
T Barron		Remuneration	16,000	11,707
J Simons		Remuneration	10,500	10,125
N Hemelge		Remuneration	10,500	10,125
M Wambugu		Remuneration	10,285	10,271
T Coulson	from 18 May 2023	Remuneration	10,500	3,001
A Tutt	from 16 May 2024	Remuneration	4,688	-
			148,435	**142,479**

The trustees were appointed under clauses 14.1 and 14.2 of the Memorandum and Articles of Association.

Trustees are remunerated monthly based on their role as trustee. Trustees with additional responsibilities such as chair to a committee are remunerated at a higher level. The levels of remuneration were approved by the Charity Commission in 2014/15. Trustees do not receive pension contributions or other benefits.

(b) Expenses reimbursed to, and paid on behalf of, the Board of Trustees

	Number of Board Members 2023/24	2022/23	Year to 31 August 2024 £	Year to 31 August 2023 £
Nature of expense				
Travel expenses	6	6	7,231	7,265
Subsistence / meals / hospitality	10	10	823	1,327
Hotels / accommodation	9	3	2,761	1,082
Other expenses	10	10	1,553	650
			12,368	**10,324**

(c) Transactions with connected parties

(i) Subsidiary undertakings

The following management and other fees were charged by the Charity to its subsidiaries:

	Year to 31 August 2024 £'000	Year to 31 August 2023 £'000
CfBT Education Services (B) Sdn Bhd	1,102	1,306
EDT Middle East Educational Consultancy LLC	433	398
International School of Cape Town (Pty) Ltd	50	31

During the year Education Development Zimbabwe (Private) Ltd charged the Charity £2,600,770 (2022/23: £3,205,948) in relation to work performed for the Charity.

NOTES TO THE FINANCIAL STATEMENTS (continued)
For the year ended 31 August 2024

6. TRANSACTIONS WITH TRUSTEES AND CONNECTED PARTIES (continued)

The following balances were owed to / (owed by) the Charity at the year-end date:

	Year to 31 August 2024 £'000	Year to 31 August 2023 £'000
CfBT Education Services (B) Sdn Bhd	742	788
EDT Middle East Educational Consultancy LLC	(95)	(159)
International School of Cape Town (Pty) Ltd	521	795
Education Development Zimbabwe (Private) Ltd	(59)	(157)
CfBT Education Services Limited	(56)	(56)

The above balances are repayable to the Charity. Provisions are made against balances where repayment is doubtful (2023/24: no provisions).

NOTES TO THE FINANCIAL STATEMENTS (continued)
For the year ended 31 August 2024

7. TANGIBLE FIXED ASSETS

	Freehold Property £'000	Long term Leasehold Property £'000	Leasehold Improvement £'000	Motor Vehicles £'000	Office Fixtures £'000	IT Systems & Computers £'000	Assets Under Construction £'000	Total £'000
Group								
Cost								
As at 1 September 2023	3,133	1,196	5,121	385	1,678	4,323	202	16,038
Additions	60	-	87	30	78	363	441	1,059
Transfer	-	-	113	-	69	-	(182)	-
Disposals	314	(1,196)	-	(48)	(14)	(201)	-	(1,145)
Exchange adjustment	25	-	3	4	2	13	-	47
As at 31 August 2024	**3,532**	**-**	**5,324**	**371**	**1,813**	**4,498**	**461**	**15,999**
Depreciation								
As at 1 September 2023	1,214	1,026	3,326	379	1,189	3,662	-	10,796
Charge for year	89	18	306	10	189	482	-	1,094
Eliminated on disposal	314	(1,044)	-	(48)	(14)	(201)	-	(993)
Exchange adjustment	(1)	-	2	1	9	12	-	23
As at 31 August 2024	**1,616**	**-**	**3,634**	**342**	**1,373**	**3,955**	**-**	**10,920**
Net book value at 31 August 2024	**1,916**	**-**	**1,690**	**29**	**440**	**543**	**461**	**5,079**
Net book value at 31 August 2023	1,919	170	1,795	6	489	661	202	5,242

	Freehold Property £'000	Leasehold Improvement £'000	Motor Vehicles £'000	Office Fixtures £'000	IT Systems & Computers £'000	Assets Under Construction £'000	Total £'000
Charity							
Cost							
As at 1 September 2023	2,310	4,915	90	1,551	4,053	202	13,121
Additions	-	81	-	42	224	441	788
Transfer	-	113	-	69	-	(182)	-
Disposals	(30)	-	(21)	(8)	(201)	-	(260)
Exchange adjustment	-	2	2	-	4	-	8
As at 31 August 2024	**2,280**	**5,111**	**71**	**1,654**	**4,080**	**461**	**13,657**
Depreciation							
As at 1 September 2023	1,080	3,203	82	1,102	3,438	-	8,905
Charge for year	46	294	5	172	431	-	948
Eliminated on disposal	(30)	-	(21)	(8)	(201)	-	(260)
Exchange adjustment	-	2	3	1	2	-	8
As at 31 August 2024	**1,096**	**3,499**	**69**	**1,267**	**3,670**	**-**	**9,601**
Net book value at 31 August 2024	**1,184**	**1,612**	**2**	**387**	**410**	**461**	**4,056**
Net book value at 31 August 2023	1,230	1,712	8	449	615	202	4,216

NOTES TO THE FINANCIAL STATEMENTS (continued)
For the year ended 31 August 2024

8. FIXED ASSET INVESTMENTS

Portfolio structure	Group and Charity			
	31 August 2024		31 August 2023	
	%	£'000	%	£'000
Fixed income	-	-	12.6%	1,188
Equities	-	-	31.1%	2,941
Multi Asset Funds	99.0%	13,704	51.5%	4,862
Other	1.0%	133	4.4%	419
Cash held by investment managers	0.0%	2	0.4%	34
Market value as at 31 August	**100%**	**13,839**	**100%**	**9,444**

Movement in market value of investments	2023/24 £'000	2022/23 £'000
Opening market value as at 1 September	9,444	9,476
Additions	9,137	2,403
Disposals	(5,680)	(2,299)
Gains	970	7
Decrease in cash	(32)	(143)
Closing market value as at 31 August	**13,839**	**9,444**

Historical cost of investment portfolio	Group and Charity	
	2024 £'000	2023 £'000
Costs as at 31 August	10,961	7,180

NOTES TO THE FINANCIAL STATEMENTS (continued)
For the year ended 31 August 2024

9. INVESTMENTS IN SUBSIDIARIES

The Charity holds investments in principal undertakings as follows:

	Address /Country of Registration	Company No	% Holding of Issued Share Capital	Turnover £'000	Expenditure £'000	Net Assets £'000
Africa, Middle East and Asia						
CfBT Education Services (B) Sdn Bhd	Unit 5-6, Block D, Kiarong Complex, Lebuhraya Sultan Haji Hassanal Bolkiah, Bandar Seri Begawan BE1318 Brunei Darussalam	n/a	55%	16,717	15,492	6,153
EDT Middle East Educational Consultancy LLC	603, Shk. Rashid Bin Saeed St. Al Nahyan, Post Box No. 22229 Abu Dhabi, UAE	n/a	49%	6,031	5,966	2,000
Education Development Zimbabwe (Private) Ltd	99 Churchill Avenue, Gunhill Harare, Zimbabwe	11145/2022	100%	2,621	2,621	149
Independent Schools						
International School of Cape Town (Pty) Ltd	Woodland Heights, 4 Edinburgh Close, Claremont, 7806, South Africa	2002/026764/07	100%	2,318	2,176	1,130

The Charity has a 49% shareholding in EDT Middle East Educational Consultancy LLC, a company which delivers education and training services in the United Arab Emirates. The Charity has effective control of the subsidiary and as such the subsidiary is fully consolidated within the Group.

On 18 February 2022, Education Development Trust entered into an arrangement to sell its shares in Waverley School (Waverley Way) Limited, a UK subsidiary of the Charity, in three stages over a period of two years. The final stage of the sale completed during the current financial year and the subsidiary has been deconsolidated from the Group.

On 25th May 2023, a subsidiary of the Charity based in Malaysia, CfBT Multimedia Education Sdn Bhd, was dissolved.

Since year end, we sold 100% of the shares in International School of Cape Town to another proprietor.

Transactions with subsidiaries are detailed in the related parties note 6c.

INVESTMENTS

CHARITY	**Subsidiary Investment Total £'000**
Cost as at 1 September 2023 and 31 August 2024	**203**

NOTES TO THE FINANCIAL STATEMENTS (continued)
For the year ended 31 August 2024

10. DEBTORS

Amounts falling due within one year	Group		Charity	
	As at 31/08/24 £'000	As at 31/08/23 £'000	As at 31/08/24 £'000	As at 31/08/23 £'000
Trade debtors	8,693	6,793	7,110	5,405
Amounts owed by Group undertakings	-	-	1,263	1,583
Other debtors	1,521	1,925	543	532
Prepayments	1,400	1,362	536	472
Accrued income	3,770	8,146	2,383	6,841
	15,384	**18,226**	**11,835**	**14,833**

11. CREDITORS

Amounts falling due within one year	Group		Charity	
	As at 31/08/24 £'000	As at 31/08/23 £'000	As at 31/08/24 £'000	As at 31/08/23 £'000
Trade creditors	874	1,788	863	1,755
Amounts owed to Group undertakings	-	-	210	372
Monies held on behalf of third parties	724	713	713	713
Taxation and social security	1,624	1,587	1,223	1,369
Other creditors	2,240	2,503	322	453
Accruals	3,370	4,480	2,491	3,509
Deferred income	13,375	10,987	12,926	10,564
	22,207	**22,058**	**18,748**	**18,735**

Movement in deferred income	Group		Charity	
	As at 31/08/24 £'000	As at 31/08/23 £'000	As at 31/08/24 £'000	As at 31/08/23 £'000
Opening balance at 1 September	10,987	7,929	10,564	7,399
Utilised in the year	(10,987)	(7,929)	(10,564)	(7,399)
Income deferred in the year	13,375	10,987	12,926	10,564
Closing balance at 31 August	**13,375**	**10,987**	**12,926**	**10,564**

Deferred income relates to tuition fee and contract income received in advance of related services being provided and to performance related grants where income is received in advance of entitlement.

NOTES TO THE FINANCIAL STATEMENTS (continued)
For the year ended 31 August 2024

12. RESTRICTED FUNDS

	European Social Fund Grants £'000	Grants from the UK Department for Education £'000	UK Shared Prosperity Fund Grants £'000	Other Restricted Grants £'000	Alexandria Schools Trust £'000	Total Restricted Funds £'000
Balance at 31 August 2022	**-**	**-**	**-**	**-**	**5,769**	**5,769**
Income	7,306	1,995	-	112	140	9,553
Expenditure	(7,306)	(1,995)	-	(112)	(289)	(9,702)
Net gains on investments	-	-	-	-	3	3
Balance at 31 August 2023	**-**	**-**	**-**	**-**	**5,623**	**5,623**
Income	2,957	2,187	1,352	66	93	6,655
Expenditure	(2,957)	(2,187)	(1,352)	(66)	(245)	(6,807)
Net gains on investments	-	-	-	-	548	548
Balance at 31 August 2024	**-**	**-**	**-**	**-**	**6,019**	**6,019**
Restricted Fund Balance Sheet as at 31 August 2024						
Investments	-	-	-	-	6,037	6,037
Current Liabilities	-	-	-	-	(18)	(18)
Net assets as at 31 August 2024	**-**	**-**	**-**	**-**	**6,019**	**6,019**
Restricted Fund Balance Sheet as at 31 August 2023						
Investments	-	-	-	-	5,655	5,655
Current Liabilities	-	-	-	-	(32)	(32)
Net assets as at 31 August 2023	**-**	**-**	**-**	**-**	**5,623**	**5,623**

European Social Fund and UK Shared Prosperity Fund grants relate to skills and employability projects delivered in England.

Grants from the UK Department for Education relate to the Behaviour Hubs programme.

All restricted grants are used for specific purposes as stipulated by the donor.

The assets of Alexandria Schools Trust were transferred to Education Development Trust on 1 April 2014. As part of the transfer agreement the former trustees of Alexandria Schools Trust placed restrictions on the use of the funds and therefore the fund is still treated as restricted in the Charity.

NOTES TO THE FINANCIAL STATEMENTS (continued)
For the year ended 31 August 2024

13. PROVISION FOR LIABILITIES AND CHARGES

GROUP

	Dilapidations £'000	Other payments £'000	Pension deficit reduction £'000	Total £'000
As at 1 September 2023	569	20	7	596
Utilised during the year	-	-	(7)	(7)
Charge / (release) for the year	6	1	-	7
As at 31 August 2024	**575**	**21**	**-**	**596**

CHARITY

	Dilapidations £'000	Other payments £'000	Pension deficit reduction £'000	Total £'000
As at 1 September 2023	569	-	7	576
Utilised during the year	-	-	(7)	(7)
Charge / (release) for the year	6	-	-	6
As at 31 August 2024	**575**	**-**	**-**	**575**

Provisions due in over one year
Within the figures reported for both the Group and the Charity the following provisions are due after one year:

	Dilapidations £'000	Other £'000	Pension deficit reduction payments £'000	Total £'000
As at 31 August 2024	**521**	**-**	**-**	**521**
As at 31 August 2023	**533**	**-**	**2**	**535**

The provision for dilapidations is a best estimate of the Group's liability as tenant for the repair and redecoration of leased buildings on termination of the leases. The timing of potential payments will be in line with the exit dates from leasehold properties.

The provision for pension deficit reduction payments related to membership of the Pension Trust's Growth Plan. The £7,000 provision as at 31 August 2023 shown above represented the present value of contributions payable by Education Development Trust resulting from the terms of the deficit recovery plan. Education Development Trust has exited the scheme during the current financial year.

NOTES TO THE FINANCIAL STATEMENTS (continued)
For the year ended 31 August 2024

14. PENSIONS

The Group operates both defined contribution and defined benefit pension schemes. All pension liabilities and costs relate to unrestricted funds in the current and prior years.

a. Defined contribution schemes

The assets of these schemes are held separately from those of the Group in independently administered funds. The pension cost charge represents contributions payable by the Group to the fund and amounted to £1,290,442 (2022/23: £1,292,857). Contributions totalling £228,294 (2022/23: £231,510) were payable to the fund at the year end and are included in creditors.

The Group also participated in the Pension Trust's Growth Plan. This is a funded, multi-employer scheme with defined benefit characteristics. As it is not possible to identify on a consistent basis the share of underlying assets and liabilities belonging to an individual employer, this scheme is treated as a defined contribution scheme. Contributions payable in the year, amounted to £840 (2022/23: £4,862). The results of the Growth Plan scheme valuation as at 30 September 2020 showed a deficit of £31.6m. A recovery plan was established which aimed to eliminate the funding deficit over a period of 2 years and 10 months from April 2022. The additional employer contributions required from Education Development Trust as part of this recovery plan were £5k per annum. In line with the requirements of the SORP and FRS 102, the present value of contributions payable under the terms of this recovery plan must be recognised as a liability and the position as at 31 August 2023 is detailed at note 13. Education Development Trust exited the plan in the current financial year.

b. Defined benefit scheme

The Charity participates in a local government pension scheme (LGPS) operated by The London Pension Fund Authority providing benefits based on final pensionable salary. The Charity also participates in both the Prudential Platinum Pension and the Mercer DB Master Trust Plan (formerly the Federated Pension Plan) which are multi-employer schemes. In both schemes the assets of each employer are kept entirely separate. The Charity is the principal employer of the Educational Exchanges Pension Scheme which is a closed scheme.

The pension cost of each scheme is determined on the advice of independent qualified actuaries. As required by FRS 102, the defined benefit liabilities have been measured using the projected unit method.

The Charity is aware of the Virgin Media v NTL Pension Trustees II Limited Court of Appeal judgement which may give rise to adjustments to the schemes. At present the legal process is incomplete and therefore we are unable to quantify any potential liabilities.

The assets of the defined benefit schemes are held separately from those of the Group.

Derivation of figures

The figures disclosed below have been derived by approximate methods from the latest full actuarial valuation of the funds. Each actuarial valuation was carried out by a qualified actuary independent of the plan's sponsoring employer. The latest actuarial valuations were carried out as at 31 March 2022 for the LGPS, as at 1 April 2021 for the Educational Exchanges Pension Scheme, as at 31 December 2023 for the Prudential Platinum scheme and as at 5 April 2021 for Mercer DB Master Trust Plan.

There is no provision for unitising the assets of a fund under the LGPS. The assets of each fund as a whole are allocated to participating bodies on a consistent and reasonable basis. The assumptions used in calculating defined benefit assets and liabilities are shown in the following table:

NOTES TO THE FINANCIAL STATEMENTS (continued)
For the year ended 31 August 2024

14. PENSIONS (continued)

Derivation of figures (continued)

Assumptions	2023/24	2022/23
RPI	3.00%-3.30%	3.30%-3.50%
CPI	2.00%-2.90%	2.30%-3.10%
Salary increases per annum	2.50%-3.80%	2.80%-3.85%
Pensions increases per annum	2.40%-3.10%	2.30%-3.10%
Discount rate per annum	4.95%-5.00%	5.30%-5.50%

Mortality assumptions

Each fund uses assumptions appropriate to that fund. The LGPS uses Club Vita tables with a long cohort projection and 1.25% improvement. The Educational Exchanges Pension Scheme, Prudential Platinum Scheme and Mercer DB Trust Plan all use the S3PA tables, long cohort with a 1.25% improvement.

Composition of assets and liabilities	Year to 31 August 2024 £'000	Year to 31 August 2023 £'000
Equities	6,859	6,320
Gilts	4,189	4,103
Other bonds / property	2,978	2,982
Cash / other	2,102	2,254
Plan assets at fair value	**16,128**	**15,659**
Derecognition of surplus*	(6,512)	(6,125)
Asset value recognised	**9,616**	**9,534**
Present value of funded liabilities	(9,616)	(9,534)
Net asset recognised	**-**	**-**

*The trustees believe that there is a significant uncertainty in the valuation of the pension scheme assets as many of the assumptions that are leading to the net asset position could quite plausibly unwind, which increases the uncertainty on whether the net asset will ever be recovered. Consequently, we consider the recoverability of a net pension asset to be uncertain and therefore falls below the recognition threshold required under FRS 102.

Reconciliation of the present value of liabilities	Year to 31 August 2024 £'000	Year to 31 August 2023 £'000
Opening present value of liabilities	9,534	8,731
Current service cost	112	143
Interest cost	504	367
Contributions by participants	24	24
Net benefits paid out	(400)	(357)
Recognition of insured annuity	-	1,893
Actuarial gains	(158)	(1,267)
Closing present value of liabilities	**9,616**	**9,534**

NOTES TO THE FINANCIAL STATEMENTS (continued)
For the year ended 31 August 2024

14. PENSIONS (continued)

	Year to 31 August 2024 £'000	Year to 31 August 2023 £'000
Reconciliation of the fair value of assets		
Opening fair value of assets	15,659	13,913
Interest income	837	590
Re-measurement gains / (losses):		
Return on scheme assets excluding interest income	(157)	(531)
Other actuarial losses	-	(56)
Contributions by employer	260	256
Contributions by participants	24	24
Net benefits paid out	(400)	(357)
Recognition of insured annuity	-	1,893
Administration expenses	(95)	(73)
Closing fair value of assets	**16,128**	**15,659**
Return on assets		
Actual return on assets	680	59
Amount recognised in the SOFA		
Current service cost	112	143
Administration expenses	95	73
Interest expense on effect of asset ceiling	326	-
Net interest income	(333)	(223)
Expense / (income) recognised	200	(7)

	Year to 31 August 2024 £'000	Year to 31 August 2023 £'000
Analysis of actuarial (losses) / gains recognised within the SOFA gains and losses category		
Actual return less interest income included in net interest income	(157)	(531)
Other actuarial losses on assets	-	(56)
Experience gains and losses arising on the scheme liabilities	26	(382)
Changes in assumptions underlying the present value of scheme liabilities	132	1,649
Changes in impact of asset ceiling	(61)	-
Derecognition of surplus	-	(6,125)
Total actuarial losses	**(60)**	**(5,445)**

NOTES TO THE FINANCIAL STATEMENTS (continued)
For the year ended 31 August 2024

15. OPERATING LEASE COMMITMENTS

At 31 August there were annual commitments under non-cancellable operating leases expiring as follows:

	At 31 August 2024 £'000	At 31 August 2023 £'000
Land and buildings		
Group		
Within one year	2,314	2,303
Within two to five years	2,533	2,972
After five years	7,504	7,791
	12,351	**13,066**
Charity		
Within one year	758	783
Within two to five years	2,170	2,512
After five years	7,504	7,791
	10,432	**11,086**

The land and building lease commitment figure for both the Charity and the Group includes a total of £1.5m (2022/23: £1.8m) relating to properties which are sub-let to another organisation.

Future amounts receivable under non-cancellable subleases are as follows:

	At 31 August 2024 £'000	At 31 August 2023 £'000
Land and buildings		
Group and Charity		
Within one year	431	401
Within two to five years	1,030	1,370
After five years	-	-
	1,461	**1,771**

16. CONTINGENT LIABILITIES

	At 31 August 2024 £'000	At 31 August 2023 £'000
Guarantees		
CfBT Education Services (B) Sdn Bhd	792	482
EDT Middle East Educational Consultancy LLC	5	64
	797	**546**

The bank guarantees are issued in favour of clients and overseas government departments based on the above group entities' contractual obligations and would crystallise only on default of these obligations.

NOTES TO THE FINANCIAL STATEMENTS (continued)
For the year ended 31 August 2024

17. PRIOR YEAR COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

	GROUP			CHARITY		
	Unrestricted Funds £'000	**Restricted Funds £'000**	**Total 2022/23 £'000**	**Unrestricted Funds £'000**	**Restricted Funds £'000**	**Total 2022/23 £'000**
INCOME						
Income from investments						
Dividends receivable	94	140	234	586	140	726
Rental income	407	-	407	398	-	398
Interest income	213	-	213	116	-	116
Income from charitable activities						
UK	27,586	9,301	36,887	27,586	9,301	36,887
Africa, Middle East and Asia	39,052	-	39,052	18,832	-	18,832
Research and Consultancy	3,894	112	4,006	3,894	112	4,006
Independent Schools	10,378	-	10,378	8,089	-	8,089
Total income	**81,624**	**9,553**	**91,177**	**59,501**	**9,553**	**69,054**
EXPENDITURE						
Expenditure on raising funds						
Investment managers' fees	20	31	51	20	31	51
Other costs	408	-	408	408	-	408
Expenditure on charitable activities						
UK	25,905	9,301	35,206	27,327	9,301	36,628
Africa, Middle East and Asia	40,120	-	40,120	19,013	-	19,013
Research and Consultancy	4,127	370	4,497	4,281	370	4,651
Independent Schools	10,111	-	10,111	7,970	-	7,970
Total expenditure	**80,691**	**9,702**	**90,393**	**59,019**	**9,702**	**68,721**
Total income less total expenditure	**933**	**(149)**	**784**	**482**	**(149)**	**333**
Net gains on investments	4	3	7	4	3	7
Net income / (expenditure)	**937**	**(146)**	**791**	**486**	**(146)**	**340**
Other recognised gains and losses						
Actuarial losses on defined benefit pension schemes	(5,445)	-	(5,445)	(5,445)	-	(5,445)
Exchange losses on conversion of subsidiaries	(650)	-	(650)	-	-	-
Total recognised gains / (losses)	**(6,095)**	**-**	**(6,095)**	**(5,445)**	**-**	**(5,445)**
Net movement in funds before minority interest	**(5,158)**	**(146)**	**(5,304)**	**(4,959)**	**(146)**	**(5,105)**
Less: minority interest	(54)	-	(54)	-	-	-
Net movement in funds after minority interest	**(5,212)**	**(146)**	**(5,358)**	**(4,959)**	**(146)**	**(5,105)**
Balance brought forward at 1 Sept 2022	**28,926**	**5,769**	**34,695**	**23,304**	**5,769**	**29,073**
Balance carried forward at 31 Aug 2023	**23,714**	**5,623**	**29,337**	**18,345**	**5,623**	**23,968**

NOTES TO THE FINANCIAL STATEMENTS (continued)
For the year ended 31 August 2024

18. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	GROUP				CHARITY		
	Unrestricted Funds £'000	Restricted Funds £'000	Minority Interest £'000	Total £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total £'000
Tangible assets	5,079	-	-	5,079	4,056	-	4,056
Investments	7,802	6,037	-	13,839	8,005	6,037	14,042
Net current assets / (liabilities)	11,630	(18)	3,169	14,781	6,778	(18)	6,760
Provisions for liabilities and charges	(596)	-	-	(596)	(575)	-	(575)
Defined benefit pension schemes	-	-	-	-	-	-	-
Net Assets as 31 August 2024	**23,915**	**6,019**	**3,169**	**33,103**	**18,264**	**6,019**	**24,283**
Tangible assets	5,242	-	-	5,242	4,216	-	4,216
Investments	3,789	5,655	-	9,444	3,992	5,655	9,647
Net current assets / (liabilities)	15,279	(32)	2,882	18,129	10,713	(32)	10,681
Provisions for liabilities and charges	(596)	-	-	(596)	(576)	-	(576)
Defined benefit pension schemes	-	-	-	-	-	-	-
Net Assets as 31 August 2023	**23,714**	**5,623**	**2,882**	**32,219**	**18,345**	**5,623**	**23,968**

19. FINANCIAL INSTRUMENTS

	Group		Charity	
	As at 31/08/24 £'000	As at 31/08/23 £'000	As at 31/08/24 £'000	As at 31/08/23 £'000
Financial assets held at amortised cost	35,588	38,825	24,972	28,944
Financial assets held at fair value	13,839	9,444	13,839	9,444
Financial liabilities held at amortised cost	7,208	9,484	4,599	6,802

Financial assets held at amortised cost comprise cash and debtors excluding prepayments.

Financial assets held at fair value are investments.

Financial liabilities held at amortised cost comprise creditors excluding taxation and deferred income.