

THIRST Annual Report

1 April 2025 – 31 March 2026



Darjeeling Tea Community Visioning Workshops

Photo: DLR Prerna

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A YEAR OF GROWTH AND TRANSITION

2025-2026 at a glance

- Launched the three-year **Dignity for Women in Tea** partnership with Women Working Worldwide.
- Secured a **second grant from the Network for Social Change Charitable Trust** to strengthen THIRST's website, Knowledge Hub and organisational capacity.
- Translated **Save Darjeeling Tea** research into a practical plan of action.
- Helped establish **Circle of Tea** as a growing international community of practice.
- Strengthened **THIRST** through new expertise in communications, administration, fundraising and finance.

The past year has been one of the most significant in THIRST's history.

Since the beginning, our work has focused on understanding the challenges facing tea workers and tea-growing communities and using independent research to encourage positive change. During 2025-2026, that work entered a new phase. We moved beyond identifying problems towards helping develop practical solutions, strengthening partnerships and building the organisation needed to deliver impact.

We launched a three-year partnership with Women Working Worldwide (WWW) to deliver **Dignity for Women in Tea**. By combining our expertise and reach in the tea sector with WWW's gender knowledge and experience, this long-term collaboration will help improve gender equity, reduce gender-based violence and support more inclusive and resilient tea-growing communities.

We secured a **second grant from the Network for Social Change Charitable Trust Charitable Trust**. This year's grant allowed us to expand our organisational capacity by investing in communications, fundraising, administration and financial management. These two grants have transformed the way THIRST works and created a stronger platform for future growth.

We continued development of the **Save Darjeeling Tea** programme. Built on the previous two years of research and consultation, the programme has evolved into a practical model for supporting workers, communities and the long-term future of one of the world's best-known tea-growing regions. A major milestone of the programme was the success of our funding bid to the highly competitive **GIZ Due Diligence Fund**. Changes in the commercial partner's circumstances meant that this did not go ahead in its original format, but the grant offer strongly validated THIRST's approach and ability to design ambitious programmes, manage complex partnerships and attract interest from major international funders.

Alongside these developments, THIRST's reputation continued to grow. More organisations approached us for advice, collaboration and support than at any point in our history. Companies, NGOs, researchers and industry bodies recognised the value of a trusted adviser able to combine evidence with practical experience and bring different perspectives together.

Our advisory work expanded through initiatives such as **Circle of Tea** - an international community of practice developed in collaboration with the tea industry. The first of its kind, the Circle brings together people working at grassroots level in the tea sector on practical solutions

to environmental and social issues, providing them with a platform to share ideas and information and so improve their practice.

We also strengthened relationships with partners across India, Kenya, Sri Lanka, Europe and the United Kingdom, helping organisations share knowledge, address common challenges and develop practical responses to issues, including human rights, gender equality, living wages and climate resilience.

During the year we strengthened our governance, expanded our team and improved the systems that support our work. These investments in people and infrastructure have given THIRST a much stronger platform for future growth.

This report highlights the progress made during 2025-2026 and the foundations now in place for THIRST's next stage of development.

OUR IMPACT IN TEA COMMUNITIES

Improving the lives and livelihoods of tea workers remains at the heart of THIRST's mission. Throughout the year, we worked alongside workers, community organisations, researchers and industry partners to develop programmes that respond to the priorities identified by tea-growing communities themselves.

Our focus is on turning evidence into action. This means listening carefully to local perspectives, building strong partnerships and developing practical solutions that can lead long-term improvements.

Save Darjeeling Tea

Save Darjeeling Tea remained THIRST's flagship programme during the year and represents the clearest example of our approach.

Over two years, we have worked with tea workers, plantation managers, young people from the tea community, smallholder tea farmers and local organisations to build a detailed understanding of the social, economic and human rights challenges facing Darjeeling's tea industry.

During 2025-2026, that work moved beyond research into programme development.

Our Tea Community Visioning Workshops, delivered by local partner [DLR Prerna](#), revealed communities that remain deeply committed to the future of Darjeeling tea but are increasingly concerned about declining incomes, limited opportunities for young people, insecure livelihoods and the growing effects of climate change. Participants also identified practical ways forward, emphasising the importance of stronger worker participation, better dialogue between plantations and communities, support for local enterprise and greater investment in young people.

These findings informed the design of the next phase of the initiative and formed the basis for our successful funding bid to the highly competitive **GIZ Due Diligence Fund**. Working within a very short timescale, THIRST worked with Teekampagne and one of its suppliers, Chamong, to design a complex, multi-stakeholder project bringing together international buyers, local organisations and technical partners around a shared vision for the future of Darjeeling tea. When Teekampagne's circumstances changed and they were unable to accept the grant, GIZ encouraged THIRST to apply again in the future because, they said: *"...we truly believe your*

project's systemic, context-driven, and gender-responsive approach has strong potential to transform Darjeeling's tea sector..." and "we remain convinced that the project has great potential..."

Key elements of the proposal which we are continuing to implement include locally led Community Development Forums that will bring together workers, plantation managers and community organisations to identify priorities and agree practical solutions together, and a Darjeeling Tea Multi-stakeholder Roundtable for buyers, producers, civil society and government to come together, share perspectives and co-create solutions at an industry level. These forums will help to strengthen the Darjeeling tea industry, improve worker and farmer livelihoods, support local enterprise and ensure that workers have a stronger voice in decisions affecting their communities.

Independent research continued to play an important role. During the year, THIRST facilitated Teekampagne and Fairtrade International to commission a sub-national living wage estimate for Darjeeling by the Anker Research Institute. Once published, this research will provide an important evidence base for future discussions about wages and living standards within the region.

We also completed a detailed human rights assessment of Teekampagne's Darjeeling supply chain based on the findings of our Tea Community Visioning Workshops. Alongside identifying areas of concern, the assessment set out practical recommendations to help improve conditions for workers and communities. A companion report captured the aspirations expressed during our consultations, ensuring that future programmes are shaped by the challenges people face and by the future they want to build. We are in discussions with stakeholders about the possibility of publishing this report.

Save Darjeeling Tea is one of the most comprehensive and ambitious programmes developed by THIRST. It demonstrates how independent research, local participation and collaborative working can come together to support meaningful, long-term change.

Dignity for Women in Tea

A major milestone during the year was the launch of our three-year partnership with [Women Working Worldwide](#) (WWW).

The [Dignity for Women in Tea](#) programme reflects a shared commitment to improving the lives of women working across tea-growing communities by strengthening leadership, promoting gender equality and addressing the barriers that continue to limit opportunity.

The programme builds on many years of collaboration and research with WWW, whose deep knowledge and expertise in tackling gender issues in global supply chains perfectly complements THIRST's expertise in the tea sector. The partnership will support practical action by working with businesses, civil society organisations and local communities to create safer, fairer and more inclusive workplaces while ensuring that women's voices are heard in decisions affecting their lives.

As part of this partnership, THIRST and WWW have initiated a programme to ensure the effective and consistent implementation of the Ethical Trading Initiative (ETI)'s Gender Action in Agriculture (GAIA) Principles. Working initially with ETI members, we plan to expand to other key actors in the tea sector to understand what progress has been made since WWW and THIRST published our influential briefing '[Consent... Risk factors for GBVH in the tea sector](#)', following the [BBC exposé](#) on sexual exploitation on tea plantations. These initiatives demonstrate our

commitment to gender equality being embedded within responsible business practice rather than treated as a separate issue.

The work undertaken during the year has established strong foundations for the future. Through Save Darjeeling Tea and Dignity for Women in Tea, THIRST is translating its research and advocacy into practical applications that have the potential to create long-term benefits for tea workers and their communities.

INFLUENCING THE TEA SECTOR

THIRST strengthened its reputation as an independent and trusted adviser to the international tea sector. More organisations than ever approached us for support, recognising the value of our evidence-based approach and our ability to bring together people with different perspectives to tackle shared challenges.

Our role is not to tell organisations what they want to hear. Instead, we act as a critical friend, combining independent research with practical advice to help businesses, producers, civil society organisations and policymakers make informed decisions that improve conditions for tea workers and their communities.

Circle of Tea

One of the year's most significant achievements was the establishment of the [Circle of Tea](#), an international community of practice, in collaboration with the tea industry. This has grown into a thriving network that brings together producers, brands, retailers, researchers and sustainability specialists to share ideas and learn from one another.

THIRST played a central role in establishing this space and continues to act as a critical bridge to civil society organisations and multi-stakeholder initiatives. Our support encouraged participants to join, identified expert speakers, and facilitated discussions that encouraged honest conversations about the challenges facing the tea sector.

The response has been overwhelmingly positive. Participation continued to grow throughout the year with organisations from across the global tea supply chain contributing their experience and expertise. Rather than focusing on individual commercial interests, Circle of Tea has created a trusted space where participants can explore common challenges, exchange practical solutions and strengthen collaboration across the industry.

The success of the programme demonstrates growing confidence in THIRST's ability to convene organisations, encourage constructive dialogue and turn knowledge into practical action. It is also a testament to the value of partnership.

Independent advice and strategic support

THIRST continues to advise organisations across the tea sector on human rights, gender equality, worker representation, responsible sourcing and long-term sustainability.

During the year, we strengthened our relationships with organisations including the Kenya Tea Development Agency (KTDA), Fairtrade Foundation, Fairtrade International, the Ethical Trading Initiative, the Corporate Justice Coalition and a growing number of tea companies, producer organisations and buyers.

Our work increasingly focused on helping organisations understand the wider factors affecting tea-growing communities beyond addressing narrow issues within individual supply chains. This included exploring how governance, local institutions, worker representation and economic pressures influence conditions across the sector.

We also continued supporting organisations seeking to strengthen gender equality within their operations and supply chains. Working alongside Women Working Worldwide and other partners, we promoted practical approaches that place women's experiences at the centre of programme design and responsible business practice.

Each discussion has contributed to stronger relationships, deeper understanding and new opportunities for future collaboration. This long-term approach has become one of THIRST's strengths, enabling us to build trust and support change over time rather than through short-term interventions.

Bringing organisations together

One of THIRST's most valuable contributions is connecting organisations that might not otherwise work together.

Throughout the year we introduced companies to community organisations, linked researchers with practitioners and encouraged dialogue between businesses, civil society organisations and international networks. These connections often lead to new partnerships, shared learning and practical initiatives that benefit tea-growing communities.

A good example was our introduction of Ahmad Tea to Sri Lanka's Plantation Human Development Trust, which resulted in support for an education programme benefiting children living in tea-growing communities and a feeding program providing midday meals to young children across most of the tea estates negatively impacted by the 2025 Cyclones. While relatively simple, this connection demonstrates how bringing the right organisations together can create tangible benefits beyond THIRST's own programmes.

This convening role has become extremely important as the tea sector responds to complex challenges such as human rights due diligence, climate change, gender inequality and sustainable livelihoods.

By the end of the year, our growing influence reflected more than the number of organisations we worked with. It reflected the confidence others place in our independence, our expertise and our ability to help turn evidence into practical action. As demand for our advice continues to grow, we remain committed to ensuring that the voices of tea workers and tea-growing communities remain at the centre of every conversation.

BUILDING KNOWLEDGE AND PARTNERSHIPS

A key part of THIRST's role is helping others learn from research, share experience and work together to improve conditions for tea workers and tea-growing communities.

Throughout the year, we continued to strengthen our position as a trusted source of independent evidence and practical insight. Our research informed programme design as well as supported responsible business practices and encouraged collaboration across the international tea sector.

Turning research into action

Our research is shaped by the experiences of tea workers, their families and the organisations working alongside them. We use this evidence to understand the challenges facing tea-growing communities and to identify practical solutions that can improve lives.

During the year, our work on Darjeeling, gender equality, living wages and human rights informed discussions with companies, civil society organisations and international partners. Rather than producing research that sits on a shelf, we focus on creating evidence that helps organisations make better decisions and take practical action.

Our two reports on human rights in the global tea sector; [Human Rights in Principle and Practice](#), and [Root Causes of Human Rights Breaches](#) form the foundation of all that we do and are freely available on our website for others seeking evidence based approaches to transforming the sector.

This approach has become one of THIRST's defining strengths. We combine independent analysis with a clear understanding of how change happens in practice, helping bridge the gap between research and implementation.

Sharing knowledge

We continued to expand the THIRST [Knowledge Hub](#), making research, reports, webinars and practical resources freely available to anyone working to improve conditions within the tea sector. There are now over 170 resources on the Knowledge Hub, and it is continually growing. It is widely used by tea industry actors, NGOs, academics and students.

Support from the Network for Social Change Charitable Trust enabled us to redesign [our website](#) and greatly improve the way information is shared as well as making it easier for us to update, freeing up more time to focus on THIRST's core work. The new platform provides a stronger foundation for future growth and makes it easier for organisations around the world to access the knowledge resources that THIRST provides.

Creating opportunities to learn

Throughout the year, THIRST organised webinars and online events that brought together researchers, businesses, NGOs and practitioners from across the world.

These discussions explored issues that are highly topical and important to the tea sector today. These included human rights, gender equality, climate resilience and responsible business, while our new webinar series looked beyond tea to examine lessons from sectors such as coffee, bananas, cocoa, tomatoes and palm oil.

The response has been encouraging. Attendance continued to grow and many participants remained engaged with THIRST and with each other after the events, leading to new partnerships, collaborative projects and offers of specialist support.

By recording webinars and making them available through the Knowledge Hub, we have also created a growing library of practical learning that continues to benefit organisations long after each event has ended.

Building partnerships

As a small NGO, we recognise that our greatest impact comes through working with others. During the year, we strengthened relationships with tea companies, producer organisations, researchers, universities, civil society organisations and international networks across Europe, Africa and Asia. Examples include NGOs such as, Women Working Worldwide in the UK, DLR Prerna in India, Chrysalis and The Centre for Child Rights and Business in Sri Lanka and the Wangu Kanja Foundation in Kenya.

These partnerships extend the reach of our work while bringing together different skills, experiences and perspectives. Whether supporting programme development, sharing research or introducing organisations with common interests, collaboration enables us to achieve far more than we could alone.

Raising awareness

We continue to strengthen our public communications. Our monthly newsletter, regular [tea and human rights news updates](#) and LinkedIn activity kept partners informed about developments across the global tea sector, while media opportunities helped raise awareness of the challenges facing tea-growing communities.

During the year, our CEO Sabita Banerji, was interviewed for BBC World Service's [History Hour](#), and connected them with interviewees for their [Witness History](#) piece on the Pempilai Orumai women's strike (that was one of the key inspirations for the establishment of THIRST) and its continuing importance for women's rights within the tea industry.

These activities help ensure that the experiences of tea workers reach audiences beyond the sector itself, supporting informed discussion about responsible sourcing, human rights and the future of tea.

STRENGTHENING THIRST

During the year we:

- redesigned and relaunched the website;
- expanded the Knowledge Hub;
- strengthened communications;
- increased fundraising capacity; and
- improved financial management.

Investing in our future

Support from the Network for Social Change Charitable Trust played a transformative role in THIRST's development during the year.

As mentioned above, last year's grant enabled us to redesign our website, creating a more accessible and user-friendly platform for sharing research, practical guidance and learning from across the tea sector.

This year's grant enabled us to expand our organisational capacity. We strengthened our communications, fundraising, administration and financial management through recruiting freelance support, ensuring that the organisation has the expertise and systems needed to support continued growth.

These investments have created a stronger foundation for the future. They have also allowed our CEO to spend more time developing programmes, building partnerships and influencing policy, while ensuring that the organisation is supported by effective operational systems.

The launch of our three-year partnership with Women Working Worldwide marked an equally important step in strengthening THIRST's long-term programme delivery and impact.

Building a resilient organisation

THIRST remains a small NGO with growing ambition.

During the year we expanded the team supporting our work. We welcomed consultants **Jacqueline Amankwah** as Head of Communications, **Jo McGain** as Administrator and **Abi Aiyegbayo** as Accountant, and **Emma Scoones** as Fundraising Advisor, bringing additional expertise that has strengthened our communications, day-to-day operations and financial management.

These additions have improved the way we work, increased organisational resilience and strengthened our capacity to deliver increasingly complex programmes.

We also continued to review our internal policies, financial management and governance arrangements to ensure they remain fit for purpose as the organisation grows.

These improvements are essential to delivering high-quality programmes and maintaining the confidence of our partners, supporters and funders.

A stronger financial position

Like many NGOs, THIRST operates in a challenging funding environment. Competition for grants remains high and funding priorities continue to change.

During the year, however, we made good progress towards building a more balanced and sustainable funding model.

Alongside charitable grants, consultancy work became an increasingly important source of unrestricted income. Partnerships such as Circle of Tea demonstrated that organisations value THIRST's independent expertise and are willing to invest in long-term collaboration.

We also continued to develop funding proposals for future programmes, strengthening relationships with trusts, foundations and international partners. Every application has helped refine our programme design thinking, build new partnerships and increase awareness of THIRST's work.

By combining grant funding, consultancy income and strategic partnerships, we are reducing our reliance on any single source of income and creating a more resilient organisation.

Commissioning professional fundraiser, Emma Scoones, to develop a comprehensive funding strategy for THIRST shows potential to significantly ramp up our resources, expanding our capacity and giving us an even stronger and more secure foundation for the future.

Growing confidence in THIRST

Perhaps the clearest measure of THIRST's progress is the confidence that others place in us.

Throughout the year, more organisations approached THIRST for advice, collaboration and support than ever before. This growing demand reflects the reputation we have built as an independent organisation that combines robust evidence with practical experience and constructive partnership.

As our programmes and relationships continue to develop, we remain committed to the qualities that have shaped THIRST from the beginning: independence, integrity and a determination to ensure that the human rights of tea workers and tea-growing communities are respected.

The investments made during 2025-2026 have strengthened not only the organisation itself but also our ability to deliver meaningful impact in the years ahead.

LOOKING AHEAD

Our priorities for the coming year are to:

- deliver the next phase of Save Darjeeling Tea;
- implement Dignity for Women in Tea;
- build understanding of tea trade unions;
- strengthen advisory work;
- expand partnerships;
- embed climate resilience across our programmes; and
- continue building organisational capacity.

The progress made during 2025-2026 has created a strong platform for the year ahead.

During 2026-2027, we will focus on delivering the next phase of the Save Darjeeling Tea programme. Building on the research, partnerships and programme design completed this year, we will work with local and international partners to secure funding and move towards systemic change through the implementation of collaborative platforms at plantation and industry level.

We will also continue delivering our three-year Dignity for Women in Tea partnership with Women Working Worldwide. The programme will support practical action to strengthen women's leadership, promote gender equality and improve working conditions across tea-growing communities.

Drawing on the expertise of our Trustees, Stirling Smith and Debbie Coulter, we are planning a significant piece of research on trade unions in the tea sector, mapping them across key tea origins, reviewing collective bargaining agreements and assessing where there may be potential for strengthening their effectiveness and how change can best be facilitated.

Our advisory work will continue to grow through partnerships with businesses, civil society organisations and producer groups. We will build on the success of Circle of Tea, helping organisations share knowledge and develop practical responses to the social, environmental and economic challenges facing the tea sector.

Climate resilience will become an important part of our work. As tea-growing communities experience the effects of changing weather patterns, we will continue to explore how climate, livelihoods, human rights and gender equality can be addressed together through practical programmes and partnerships.

We will also continue to strengthen THIRST itself by expanding our partnerships, growing and diversifying our funding base and investing in the people and systems that support our work.

While the challenges facing the tea sector remain significant, we believe there is real reason for optimism. More organisations are choosing to work together; more businesses are seeking practical solutions and there is growing recognition that long-term change in the sector must be steered by the experiences of tea workers and their communities.

Governance

Throughout the year, the Board of Trustees continued to provide strategic leadership, constructive challenge and careful oversight of the NGO's work. Their experience and commitment have helped guide THIRST through a period of significant organisational growth while ensuring that we remain focused on our charitable purpose.

The Board supported the development of new programmes, strengthened financial oversight and helped shape the organisation's long-term direction. Trustees also contributed their expertise, professional networks and advice throughout the year, supporting fundraising, partnership development and organisational planning.

We were delighted to welcome **Billy Garnett** to the Board during the year. His extensive experience in NGO finance and charity governance has strengthened our financial management and added valuable expertise as the organisation continues to grow.

As THIRST expands, we remain committed to maintaining high standards of governance, transparency and accountability. We continue to review our policies, financial systems and organisational processes to ensure they support the NGO's long-term sustainability and reflect good practice.

The Trustees are grateful to everyone who has supported THIRST during the year. Our partners, funders, advisers, volunteers and supporters all play an important part in helping us achieve our mission.

Above all, we would like to thank the tea workers, smallholder tea farmers and community organisations who continue to share their experiences with us. Their knowledge, resilience and determination steer everything we do and remain at the heart of THIRST's work.

We will continue working towards a future where tea workers, their families and tea-growing communities can live and work with dignity, security and opportunity.

Reference and administrative details

Registered Charity Name: The International Roundtable for Sustainable Tea

Charity Registration Number: 1189499

Principal Office: 44 Princes Street Oxford OX4 1DD

The Trustees: Billy Garnett, Céline Gilart, Debra Coulter, Filbert Kavia, Jane Nyambura, Leena Camadoo, Nikhil Subbiah and Stirling Smith

Chief Executive Officer: Sabita Banerji

Independent Examiner: Abi Aiyegbayo, Bimtex Accounting

Contacts:

CEO - Sabita Banerji – sabita@thirst-tea.org

Head of Communications – Jacqueline Amankwah thirstcomms@thirst-tea.org

Administrator – Jo McGain thirstadmin@thirst-tea.org

THE INTERNATIONAL ROUNDTABLE FOR SUSTAINABLE TEA (THIRST) Receipts and Payments Account

Year ended 31 March 2026

Charity Registration Number: 1189499

Section A	Note	Unrestricted £	Restricted £	Total 2025/26 £	Total 2024/25 £
Receipts and Payments					
RECEIPTS					
Donations and legacies	1	27,864	0	27,864	18,583
Charitable activities	2	30,608	0	30,608	25,578
Investment income		12	0	12	24

Section A Receipts and Payments	Note	Unrestricted £	Restricted £	Total 2025/26 £	Total 2024/25 £
TOTAL RECEIPTS		58,484	0	58,484	44,185
PAYMENTS					
Cost of raising donations and legacies	3	26,036	0	26,036	38,802
Cost of charitable activities	4	7,856	8,177	16,033	15,687
TOTAL PAYMENTS		33,892	8,177	42,069	54,488
NET MOVEMENT IN CASH IN THE YEAR		24,592	-8,177	16,415	-10,303
BANK RECONCILIATION					
Cash and bank balance at 1 April		3,930	8,177	12,107	22,410
Add: net movement in cash in the year		24,592	-8,177	16,415	-10,303
Cash and bank balance at 31 March		28,522	0	28,522	12,107
ANALYSIS OF FUNDS					
Balance at 1 April 2025		3,930	8,177	12,107	22,410

Section A	Note	Unrestricted £	Restricted £	Total 2025/26 £	Total 2024/25 £
Receipts and Payments					
Receipts in the year		58,484	0	58,484	44,185
Payments in the year		-33,892	-8,177	-42,069	-54,488
Balance at 31 March 2026		28,522	0	28,522	12,107
Section B					
Statement of assets and liabilities at the end of the period		Unrestricted £	Restricted £	Total 2025/26 £	Total 2024/25 £
B1 Cash funds					
Cash at bank		28,522	0	28,522	12,107
Total cash funds		28,522	0	28,522	12,107

NOTES TO THE ACCOUNTS

1. Donations and legacies

A grant of £27,272 was received from the Network for Social Change Charitable Trust in March 2026 for core funding in support of the charity's work in defending the human rights of tea workers. The funding applied for was for £25,000. The additional £2,000 was used to commission Women Working Worldwide to work with THIRST on the Dignity for Women in Tea initiative.

2. Charitable activities

Income from charitable activities represents fees and contributions received from commercial partners and organisations in direct furtherance of THIRST's mission to promote ethical and sustainable practices within the tea industry.

This represents the fees and reimbursed expenses of the Chief Executive Officer, Sabita Banerji, whose role encompasses the cultivation and stewardship of donor relationships, grant applications, and fundraising activity on behalf of THIRST.

4. Cost of charitable activities

This comprises all other expenditure incurred in delivering THIRST's charitable objectives, including transfers made to other organisations (Wangu Kanja Foundation), fees paid to freelance contractors, website and digital development, professional services, and the operational running costs of the organisation.

These accounts have been prepared on a receipts and payments (R&P) basis in accordance with the Charities Act 2011 and the Charity Commission's guidance (CC16). All transactions relate to the main CAF Bank current account. The charity has no fixed assets, investments or liabilities other than creditors disclosed above.

2024/25 figures have been restated on a R&P basis to allow for appropriate and relevant comparatives.

These accounts were approved by the Board of Trustees on 3rd July 2026 and signed on behalf of the Board by:

Signature:

A handwritten signature in black ink, reading "Stirling Smith". The signature is written in a cursive, flowing style with a large loop at the end of the last name.

Name: Stirling Smith, Deputy Chair

Date: 09/09/2026