PLAN INTERNATIONAL WORLWIDE

DIRECTORS' REPORT AND COMBINED FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

Plan International Worldwide

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Key abbreviations and definitions:

Throughout this report, the organisations and operational groupings comprising Plan International are referred to as follows:

Plan International or Plan International Worldwide	-	Plan International, Inc., its subsidiaries (including Plan Limited) and the corporate members of Plan International, Inc. and their subsidiaries combined
PI Inc	-	Plan International, Inc.
Plan Ltd	-	Plan Limited
National Organisations	-	the corporate members of PI Inc, also referred to as NOs
Country Offices	-	Development and humanitarian programme operations undertaken by PI Inc and its subsidiaries
Global Hub	-	The central organisation of Plan International comprising the PI Inc head office branch and Plan Limited

The year ended 30 June 2021 is referred to as 2021 throughout this report and similarly for prior years.

Plan International Worldwide

Directors' report

The directors of PI Inc present their directors' report and the audited combined financial statements in respect of Plan International for the year ended 30 June 2021.

1. Principal Activities and impact of COVID-19

Plan International is a humanitarian and development organisation that strives for a just world that advances children's rights and equality for girls. We operate in over 75 countries worldwide, working with young people, local communities, partners, and sponsors to transform the lives of 100 Million girls so that they can learn, lead, decide and thrive.

Our programme and influencing approach aims to:

1. Promote positive attitudes, behaviours and practices.
2. Strengthen and mobilise civil society.
3. Develop stakeholder capabilities.
4. Influence power holders.
5. Provide direct support in emergencies and fragile settings.

Gender equality is at the heart of everything that we do. We recognise that to achieve sustainable, gender transformative change, we must be led by the girls, youth organisations and local communities whom we serve. Our work addresses key issues which children and communities themselves have identified as most important to them. Together with partners and civil society, we support local efforts to enable children and young people to access their rights to equality, education, health, protection, clean water and sanitation, secure family income and participation in decision-making.

This year was also the penultimate year of Plan International's global strategy 100 Million Reasons. As such, we have engaged with thousands of staff members from around the organisation, girls and young people, partners, and other key stakeholders to inform a strategy refresh and Plan International's direction for the next five years. This collaborative process will be finalised in 2022.

Decentralising our own power structures and bringing decision-making closest to the point of impact are priorities for Plan International, particularly as we deliver on our commitment to build a culture of anti-racism and inclusion, guided by feminist leadership principles. In 2020, Plan International began an organisation-wide discussion on what anti-racism means to us and the international development sector as a whole. Since then, we have taken concrete actions to combat racism and all forms of discrimination in our work including:

- the creation of our Anti-Racism and Equity Council and Regional Task Forces, with members from across the globe and all parts of our organisation;
- the launch of our Anti-Racism and Equity Vision and Principles;
- development of dedicated workshops for our staff exploring power, privilege and bias at Plan International and in our sector; and
- a review of the language and images used in our work and communications, and creation of a glossary for staff of positive, empowering, non-discriminatory language.

Plan International acknowledges that we still have ways in which to improve and learn. We continue to dedicate attention and resources to strengthening the internal processes and systems that support our staff's welfare and help them to perform, grow and thrive. We recognise this is fundamental to achieving meaningful and sustainable long-term cultural change which will, in turn, enable us to better serve young people and girls around the world.

2021 also marked the end of the five-year tenure of our CEO Anne-Birgitte Albrectsen. AB leaves a legacy of passion for girls' rights, bold action to achieve lasting change, and a desire to constantly challenge ourselves to learn and grow. We welcomed Raj Nooyi as our interim CEO in May 2021 to guide our way into our next financial year, as we build on our accomplishments and pursue our ambitions. Our new permanent CEO Stephen Omollo will start early in 2022.

These internal changes have all taken place in a context of significant external upheaval. The COVID-19 pandemic has devastated the world and its impact continues to be felt in every corner of society, worst affecting the most vulnerable. In response, Plan International has adapted its programmes to best deliver on its dual mandate in

Directors' report (continued)

Principal Activities and impact of COVID-19 (continued)

humanitarian and development work. From supporting radio education initiatives in Ecuador, to covid awareness colouring books in Egypt; mobile community awareness caravans in Mali, and the distribution of hygiene kits including masks, gloves and sanitary pads to schoolgirls in India, Plan International has shifted gear to ensure its programmes achieve maximum impact in this unprecedentedly challenging environment worldwide. We continue to work with local partners to ensure that girls and young people are able to access their rights during the pandemic, and that they are not left behind in the planning for a better future.

The pandemic has combined with increasing climate shocks, and levels of conflict and insecurity in many regions to have a profound impact on children. Climate change driven hazards and economic shocks frequently put girls, especially adolescent girls, at risk of human rights abuses including human trafficking and sexual and gender-based violence. When families and communities come under strain, girls are also at heightened risk of being removed from school, or becoming pregnant or married at a young age. The climate crisis threatens to deepen the inequalities which girls already face on a daily basis, and roll back progress towards equality and justice.

Plan International recognises that developing resilience must be a priority in our work as both a cross-cutting theme and an approach in its own right. Developing and strengthening our disaster preparedness and response capacity through gender transformative, principled, and nexus programming (transitioning from humanitarian to long term development assistance) is a priority moving forward. We will dedicate resources to this scale-up across our Disaster Risk Management work, particularly in the key technical competency areas of education in emergencies, emergency food security and livelihoods, protection and gender in emergencies, and resilience across programming and influencing.

Plan International led numerous successful influencing campaigns throughout 2021 at both local and global levels. Most recently, we worked with partners, Ministries of Education and young activists through the #EducationShiftsPower campaign, a coordinated approach to advance girls' education, leadership and climate justice through three high-level opportunities and processes: the G7 Summit, GPE Replenishment and COP26. This advocacy work so far has contributed to the development and endorsement of the Girls' Education Declaration by G7 leaders, which acknowledges the importance of getting girls' back to school, as well as gender-transformative education and climate education. Through this campaign we have called on leaders to increase investments in education, resulting in over a pledge of over $4 billion by donor governments and committed increases in domestic financing on education by developing countries.

The theme of our annual International Day of the Girl/ Girls Get Equal campaign in 2021 was Free to be Online. As part of this, more than 66,620 people around the world - including the President of Malawi - signed an open letter written by girls to the major social media platforms calling on them to act to stop online violence. Following the campaign, Instagram, Facebook and WhatsApp committed to working with Plan International on a series of listening sessions with girl activists across regions to hear their solutions for online abuse. Plan International also carried out new research on girls' and young women's experiences of online harassment, surveying 14,000 girls across 22 countries about their experiences. Our Girls Get Equal campaign has carried forward the Free to be Online theme to 2021, building on last year's work to tackle online gender-based violence in an increasingly digitally connected world.

In the unprecedentedly challenging environment we face, our work to support the children and girls we stand with and serve has never been more important. We will continue to adapt and evolve our work to achieve maximum impact and lasting change, always striving for a just world that advances children's rights and equality for girls.

2. Membership and structure

Plan International has 20 NOs that are members of PI Inc, and two prospective members, Brazil and Indonesia. The Brazil entity is currently a subsidiary of PI Inc, and a local entity has been incorporated in Indonesia. The 20 member NOs, together, fully control PI Inc and have agreed to comply with the operating standards prescribed by the By-laws of PI Inc. Each is established as a separate legal entity in its own country, with objectives, purposes and constitutions which are substantially similar to those of PI Inc. The NOs carry out fundraising, development education, some programming and advocacy and those in India and Colombia also carry out development programmes and humanitarian operations in their respective countries. PI Inc manages the allocation, distribution and use of funds raised by NOs for work in developing countries.

PI Inc is registered in New York State as a not-for-profit corporation with its registered office in New York, USA. PI Inc operates in 56 programme countries, coordinated through four regional offices. Plan International's Global Hub is primarily located in the United Kingdom. PI Inc has four liaison offices. These include an office in New York, U.S.A. to liaise with the United Nations delegations, an office in Brussels, Belgium operating as Plan International Europe to liaise with the European Union, an office in Geneva, Switzerland to liaise with the United Nations and an office in Addis Ababa, Ethiopia to liaise with the African Union.

3. Members' Assembly

The Members' Assembly is the highest decision-making body of PI Inc and is responsible for setting the high-level strategy and approving the budget of PI Inc and receiving the combined financial statements for Plan International and approving the financial statements for PI Inc. The Members' Assembly also elects the Board of Directors of PI Inc and ratifies the appointment of the Chief Executive Officer of PI Inc. The Members' Assembly consists of one or more delegates from each NO. Each NO is entitled to a minimum of one delegate and one vote. Entitlement to further delegates and votes is determined by the level of funds transferred to PI Inc or to PI Inc approved programmes.

4. Directors

The Board of Directors of PI Inc ("International Board") directs the activities of PI Inc, supervises its Chief Executive Officer and is responsible for ensuring that the management of PI Inc is consistent with the By-laws and with the strategic goals of Plan International as determined by the Members' Assembly to whom it is accountable. The Members' Assembly elect up to 11 non-executive directors to form the International Board.

As at 30 June 2021 there were 11 directors on the International Board, including seven directors who also sit on the Board of an NO and four directors who are independent of Plan International. All directors have fiduciary duties to act in the interests of PI Inc. Members of the International Board are appointed on the basis that they provide a range of skills and experiences of most importance to PI Inc as well as geographical, age, racial and gender diversity according to criteria defined by the Members' Assembly. International Board directors hold office for a term of three years, upon completion of which they are eligible for re-election for up to two further consecutive terms. The Chair of the Members' Assembly is also Chair of the International Board and may serve up to two consecutive terms of three years as Chair. Joshua Liswood's term as Chair of the Members' Assembly and International Board expired on 21 November 2020. Gunvor Kronman took over as Chair of the Members' Assembly and International Board, effective from 21 November 2020.

The responsibilities and powers of the International Board are prescribed by the By-laws and include the following: the management of PI Inc's affairs in a manner consistent with the By-laws; the preparation of recommendations to the Members' Assembly; implementing the vision, mission and overall strategic goals and policies set by the Members' Assembly; overseeing the development and implementation of budgets and long-term financial plans approved by the Members' Assembly; the selection and evaluation of the performance of the Chief Executive Officer; measurement and evaluation of PI Inc's programme, financial and other performance; and assuring the financial integrity of PI Inc including reporting the results of assurance activities to the Members' Assembly.

The International Board oversaw the fourth year of implementation of Plan International's five-year Global Strategy 2017-2022, 100 Million Reasons, which was approved by the Members' Assembly for launch on 1 July 2017 and is currently in a process of updating for a further five years.

Directors' report (continued)

Directors (continued)

Through its Programme and Financial Audit Committees, the International Board reviewed senior management's proposals and responses to the major programmatic and financial changes and challenges facing Plan International, including implementing programmes during the worldwide COVID-19 pandemic. The Financial Audit Committee has reviewed Plan International's financial performance and oversaw the external audit process. In March 2021, the International Board also established a People and Culture Committee to oversee human resources matters at PII.

The International Board of Directors as at 30 June 2021 (and up to the date of signing) comprised:

Gunvor Kronman - Gunvor joined the International Board as Vice Chair in November 2014. She was elected by the Members' Assembly as its Chair and Chair of International Board, effective from 21 November 2020. She has a wealth of experience in the field of international development, previously working for 16 years in the International Red Cross movement and serving on several humanitarian missions. She has chaired the Development Policy Committee for 10 years, advising three Finnish governments on global issues, and has experience in child rights. She is Vice Chair of Crisis Management Initiative, an independent organisation that works to prevent and resolve violent conflicts and holds Board Memberships with Plan International Finland, UN Live and Friends of the UN, amongst others. Gunvor is motivated by trying to make the world a better place by pushing for a better life for all children and especially girls, and for gender equality.

Carlos Aparicio – Carlos joined the International Board in November 2015. He has a master's degree in Higher Education Management and expertise in finance and administration. He has been involved in projects and activities for helping students coming from low-income families. Carlos has been involved with Plan International for over 46 years having previously been a sponsored child. Carlos is a board member of Fundación Plan (Colombia).

Axel Berger - Axel joined the Board in November 2017. He spent most of his professional career working for the German arm of the accounting firm KPMG, 14 years of which was as managing partner of the Cologne and Munich offices. He is also the former Vice-President of the German Financial Reporting Enforcement Panel. He received an Honorary Doctorate from the University of Eichstätt. Axel has sat on the board of Plan International Germany since 2004.

Elbia Castillo Calderon – Eliba joined the International Board in November 2017. She has served as Vice President of Audit, Security and Research of Scotiabank Peru S.A.A. since March 2015. Elbia holds a Bachelor's degree in Economics from Universidad de Lima. She is an independent board director.

Amanda Ellingworth - Amanda joined the Board in November 2017. Amanda's first career was in UK local government social work, specialising in children services and child protection. She has since held a 'portfolio' of chair or directorships, in the UK public sector and on not-for-profit boards, always working with vulnerable people, especially children. Amanda is currently on the boards of Plan International U.K., Barnardo's and Great Ormond Street Hospital among other organisations. She is the Chair of the People and Culture Committee.

Rabia Garib - Rabia joined the International Board in November 2019. She has been an entrepreneur in the area of technology media since 1999 and produces business-technology content for web, television and radio. In 2007, she brought the world's largest business-technology magazine, CIO, to Pakistan. She co-founded ToffeeTV in 2010 which develops local language content, making learning fun through animated songs and stories and producing e-learning content for several companies. ToffeeTV is now expanding into curriculum-aligned educational content. In 2017, Rabia co-established The New Spaces, a website dedicated to AI, Fintech, IOT and Infosec content. Rabia heads the Pakistan chapter of Eisenhower Fellows and was appointed to the Global Network Council, representing Pakistan on the international forum. She is an independent board director.

Günter Haag - Günter joined the International Board in November 2014. He worked for KPMG in Zurich, Geneva and San Francisco in a number of roles as an advisor, auditor and various management positions. He served as a member of the Executive Board of KPMG Switzerland initially as Head of Financial Advisory Services and later as Head of Audit. Günter specialised in audit, consulting, corporate governance, due diligence and capital market transactions. He is the Chair of the Financial Audit Committee and an independent board director.

Directors' report (continued)

Directors (continued)

Madhukar Kamath - Madhukar joined the International Board in June 2020 and was appointed by the International Board as its Vice Chair effective from 27 January 2021. He is a marketing services professional, with over four decades of experience. Madhukar is currently the Chair Emeritus of the DDB Mudra Group, the Mentor for Interbrand India and the Chair of Multiplier Brand Solutions. He has served as Chair across leading Industry bodies like the Advertising Agencies Association of India (AAAI), Advertising Standards Council and the Audit Bureau of Circulation. He has been conferred the Lifetime Achievement Award by the AAAI. Madhukar also helped build MICA into India's foremost Strategic Marketing and Communication Management Business School. He has served on the Board of Plan India since 2013.

Nyovani Madise - Nyovani has been a member of the International Board since June 2019. She is Director of Research and Development Policy and head of the Malawi office at the African Institute of Development Policy. She holds a PhD from the University of Southampton in the UK and in 2016, received an honorary Doctor of Science degree from the University of Aberdeen in recognition of her services to research. Her research focuses on global health issues and she has over 100 publications in international journals on child survival, reproductive and maternal health, HIV/AIDS and child nutrition. She serves on many Boards and strategic advisory committees in the USA, Europe and Africa. She is an independent board director and as of January 2021, Chair of the Programme Committee.

Mark de Smedt - Mark joined the Board in November 2020. Mark has over 30 years of experience in Marketing, Operations and Human Resources at Apple and Citigroup. He moved to the Adecco Group in 2013 where he was on the Executive Committee until 2019. Mark is currently on the Boards of the Copus Group and SD Worx and has served on the Plan Belgium Board. He is passionate about people and supporting young entrepreneurs.

Ikufumi Tomimoto - Tomi joined the Board in November 2020. Tomi is a Professor of the Faculty of Economics and Advisor to the Vice President of International Cooperation of Yamaguchi University in Japan. He worked for the Japan International Cooperation Agency (JICA) from 1974 to 2010 and served as a Director of JICA in its Paris, Vienna, Washington DC and Bangkok offices. He is an expert in the fields of International Public Management and Development Cooperation. Tomi serves on the Board of Plan Japan and is committed to the Sustainable Development Goals and Plan International's Purpose.

Directors' report (continued)

5. Management team

Key management in Plan International includes the Senior Management of PI Inc and Plan Ltd and the National Directors of the NOs. Members of these groups during the year to 30 June 2021 and up to the date of approval of this report, unless otherwise stated, are listed below:

International Senior Management

Director	Role	
Anne-Birgitte Albrectsen	Chief Executive Officer	to 31 May 2021
Raj Nooyi	Interim Chief Executive Officer	from 1 June 2021
Gabriela Bucher	Chief Operating Officer	to 11 September 2020
Damien Queally	Executive Director of Global Programme Operations	to 11 October 2020
Damien Queally	Executive Director Delivery, Performance and Accountability	from 12 October 2020
Tara Camm	Chief of Staff and General Counsel	to 11 October 2020
Tara Camm	Executive Director Resources	from 12 October 2020
Alison Currie	Executive Director Finance and IT	
Graham Watson	Acting Director of Human Resources and Organisational Development	from 1 July 2020 to 31 October 2020
Bessie Vaneris	Interim Executive Director of People and Culture	from 11 November 2020
Sagar Dave	Director Global Assurance	
Sean Maguire	Executive Director of Global Influence and Partnerships	to 11 October 2020
David Thomson	Executive Director of Strategy and Business Insights	to 11 October 2020
David Thomson	Executive Director Strategy and Collaboration	from 12 October 2020
Ellen Wratten	Executive Director of Gender Equality and Girls' Rights	to 9 October 2020
Debora Cobar Urquizu	Regional Director, Central and South America	to 11 October 2020
Debora Cobar Urquizu	Executive Director Region of the Americas and Sponsorship	from 12 October 2020
Rotimy Djossaya	Regional Director, West Africa	to 11 October 2020
Rotimy Djossaya	Executive Director West and Central Africa and Youth Movements and Campaigns	from 12 October 2020
Roger Yates	Regional Director, East and Southern Africa	to 11 October 2020
Roger Yates	Executive Director Middle East, Eastern and Southern Africa and Monitoring, Evaluation, Research and Learning	from 12 October 2020
Bhagyashri Dengle	Regional Director, Asia	to 11 October 2020
Bhagyashri Dengle	Executive Director Asia-Pacific and Policy and Gender Transformative Practice	from 12 October 2020
Laila El Baradei	General Counsel	from 12 October 2020
Carla Jones	Head of External Communications/Brand	from 12 October 2020
Maria Comerford	Director of Governance and Executive	from 12 October 2020

National Directors

Director	National Organisation	
Susanne Legena	Australia	
Fiona Ang	Belgium	to 31 August 2020
Heidy Rombouts	Belgium	from 1 September 2020 to 15 September 2021
Catherine Mores (acting)	Belgium	from 16 September 2021
Lindsay Glassco	Canada	
Angela Anzola de Toro	Colombia	
Dorthe Pedersen	Denmark	
Ossi Heinänen	Finland	
Yvan Savy	France	to 30 June 2021
Anne Bideau	France	from 1 July 2021
Maike Röttger	Germany	to 31 March 2021
Kathrin Hartkopf	Germany	from 1 April 2021

Directors' report (continued)

Management team (continued)

Kanie Siu	Hong Kong	
Mohammed Asif	India	
Paul O'Brien	Ireland	
Yuichi Tanada	Japan	
Sang-Joo Lee	Korea	
Garance Reus-Deelder	Netherlands	
Kari Helene Partapuoli	Norway	
Concha López	Spain	
Mariann Eriksson	Sweden	
Suba Umathevan	Switzerland	to 18 October 2020
Andreas Buergue	Switzerland	from 19 October 2020 to 31 December 2020
Rashid Javed	Switzerland	from 1 January 2021
Rose Caldwell	United Kingdom	
Tessie San Martin	United States	to 17 September 2021
Shana Marzilla	United States	from 18 September 2021

6. Statement on internal control

The International Board of PI Inc and the boards of the NOs are accountable for the internal controls within the entities which they govern. Management of the organisations are responsible for maintaining a sound system of internal control. This includes risk management systems that support the achievement of Plan International's mission and objectives, and safeguards the donations received, assets and resources, which includes its staff.

Control processes provide for the prevention and timely detection of unauthorised transactions that could have an effect on the financial statements. The controls over financial reporting include policies and procedures relating to the maintenance of records, authorisation of transactions and reporting standards. The Global Assurance (GA) function conducts audits of all operating areas within PI Inc based on a programme of work approved by the International Board. The function reports directly to the Financial Audit Committee and the Programme Committee of the International Board. GA also provides direct service to National Organisations when requested.

Due to the travel restrictions over the past year GA has been unable to travel to country offices for audit purposes. To continue to provide assurance GA developed a remote audit methodology and whilst this has some scope limitations the methodology has provided sufficient assurance to date on key risk areas. Going forward, GA will resume travel but will adopt a hybrid methodology that utilises remote document review along with targeted country visits to verify delivery on the ground.

GA completed a range of audits during 2021, covering operational and financial activities within PI Inc, as well as follow up audits (to test the effectiveness of controls implemented following an initial audit). A number of the audits use a holistic Control Framework approach, based on the Committee of Sponsoring Organisations of the Treadway Commission (COSO) framework, and based on attainment of management standards. GA conducts reviews of project management processes focused on programme assurance. GA also completed a number of specific detailed functional reviews (covering Child Protection and Financial management), and reviews of the effectiveness of some key global policies. A number of higher materiality institutional grants were audited, some on behalf of the specific NO managing the donor relationship. Overall, these audits are indicating that PI Inc continues to show steady improvement in the application of management controls. There are still some recurring issues that require improvement, for example, more consistent application of partner management standards. Senior management continues to monitor these areas and will be developing in 2022, a systemised approach to resolving these issues. Recurring risk issues will be tackled through KPI monitoring, deep dives into specific issues and root cause analyses. This will inform the solutions to these issues and the work will be reported to the Financial Audit Committee and International Board as it progresses.

In response to the challenges presented by COVID-19, a number of additional control mechanisms have been put in place. These range from updated business continuity plans for each Plan office, additional oversight mechanisms, training on fraud prevention and the development and implementation of a remote audit methodology.

Directors' report (continued)

7. Risk management

As an international non-governmental organisation that operates in challenging environments, Plan International faces a number of significant risks and uncertainties which could impact on the delivery of its strategic and operational objectives. With consideration of both the internal and external context, risk management is a recognised part of Plan International's everyday activities at all levels. The expectation is not to eliminate all risks, but to mitigate threats and maximise opportunities within our agreed risk appetites.

Risk assurance reports are received by the International Board of PI Inc and the Members' Assembly on the management of risk across the organisation. Plan International's reporting approach strengthens the understanding and discussion of the organisation's risks with greater scrutiny on management's compliance with mitigation plans.

Plan International annually measures its risk management maturity against four core statements laid out in the Global Policy on Risk Management:

1. Risks are identified, discussed and understood
2. Action is taken to manage risks
3. Risks are owned
4. Lessons are learnt from our risk-taking

For a second year, the COVID-19 pandemic has affected the context of key global risks, with some risks remaining higher due to the altered operating environment. The organisation has continued to adapt to minimise the impact of pandemic-related restrictions on risk mitigation activities such as training, monitoring and research within offices and communities.

In addition to COVID-19, other changes in the external landscape have impacted our risk profile, including increased cyber security threats, shrinking civil society space and fast changing regulatory frameworks. Emerging risks are closely monitored and escalated to the global risk register, which at the end of 2021 included the following risk areas:

- Covid-19 Pandemic
- Child & Young Person Safeguarding
- Safety & Security
- Fraud
- Data Privacy & Cyber
- Employee Relations
- Organisational Sustainability
- Sponsorship Operations
- People & Performance
- Grants Management
- Financial Management
- IT Change Programmes

Where significant risks materialised in 2021, management have endeavoured to respond in line with crisis management protocols, ensuring that lessons are learnt and remediations implemented where necessary.

At an operational level, in 2021 a revised set of Management Standards was implemented in PI Inc, driving an enhanced organisational performance and strengthening management's view on challenges, risks and opportunities within the control environment. These refined management standards provide additional clarity to country offices in how to apply key controls to manage operational risk. As part of implementation, all Country Offices completed a Management Standards self-assessment, evaluating the extent to which the Standards are being conformed with. Each Country Office conducted open and challenging discussions on the self-assessment results, identifying where training, resource and improvement to processes is needed in order to strengthen compliance with the Standards. Progress against improvement action plans is being monitored by local and regional management, as part of a broader focus on performance management.

Based on available information, the International Board of PI Inc assessed there to be a consistent year-on-year risk management performance in the year ended 30 June 2021, with lessons learnt in the management of both our IT change programmes and global crises. Given the rapidly changing external environment and ongoing impact of the COVID-19 pandemic, the Board and management remain committed to closely monitor emerging risks and make robust, data-driven decisions where needed to respond to these risks in 2022.

Directors' report (continued)

7. Risk management (continued)

In order for the organisation to further progress, management will be focusing on specific risk management improvement activities in the year ended 30 June 2022. These activities include strengthening country management training and implementing a new incident reporting system. Additionally, the Global Policy on Risk Management will be updated, ensuring the organisation's risk appetite statements are aligned with the direction of our Global Strategy update.

8. Financial overview

8a Summary and impact of COVID-19

Plan International's combined surpluses in 2021 equate to €65.4 million, compared to a €0.4 million deficit in 2020. Excluding foreign exchange gains and losses there was a surplus in 2021 of €69.8 million, compared to a surplus in 2020 of €5.6 million.

In the year to 30 June 2021 Plan International raised income of €1 billion for the first time in its history, which was €93 million higher than the previous year, an increase of 10% driven by increases in income from grants and gifts in kind. In spite of COVID-19 challenges, Plan International was able to ensure much of this was used for programmatic spend and consequently total expenditure was €937 million, which was €27 million higher than 2020, an increase of 3%. Much of the 2021 surplus is as a result of the impact to expenditure due to the increase in strength of the Euro which has resulted in a significant reduction in the value of expenditure at actual rates and has resulted in a much-improved reserves position for PI Inc compared to prior year.

As the combined results represent the aggregation of PI Inc and the NOs, the resulting income and expenditure profile and ratios are not necessarily applicable to any of the individual entities.

The spread of COVID-19 globally began at the start of 2020 reaching different countries at different times and was combined with differing government responses. Towards the end of the period to 30 June 2020 and into 2021 our ability to provide an emergency response and programmatic activities was challenged by increased volatility of cash levels, income and expenditure flows. In response, Plan International implemented a more frequent cash reporting and forecasting regime to better reflect the implementation realities of our budget assumptions and to ensure that future budget assumptions reflect current information, matching our expenditure to expected income. These are supported by the Financial Audit Committee of PI Inc and subject to review in order to maintain relevant and accurate assessments of our operating environment.

The level of cash and cash equivalents within the combined financial statements was €396 million as at 30 June 2021 and this has remained stable since the balance sheet date. The increase of €55 million compared to prior year reflects an increase of €13 million within National Organisations and €42 million held centrally in PI Inc.

Current asset investments of €45 million could also be liquidated to support Plan International if required. Additionally, as discussed further in section 8d below, there is €181 million of unrestricted funds that could be used to support Plan International in the short term if required.

Plan International has taken advantage of certain government schemes in relation to assistance due to the COVID-19 pandemic (primarily support offered by governments within some National Organisation countries), however amounts received are immaterial to the financial statements.

The Management and the International Board have undertaken an assessment of the going concern status of the organisation by reviewing its entities' eighteen month future financial forecasts. The assessment also includes analysis of risks that may pose a significant threat to the fundraising capacity of its individual entities. The forecast covers National Organisations which represent approximately 96% of the Plan Worldwide income. Two scenarios have been developed; normal case scenario and adverse but plausible scenario. The normal case outlook is based on budget which is €891.8m for the financial year ending 30th June 2022, while income for the financial year ending 30th June 2023 is projected to close at €939.2m. In light of the current year outcome Management and the International Board view this as a prudent outlook and hence estimate that risk adjusted income (adverse case scenario) should be only 1.5% less than the normal case scenario for both financial years.

Directors' report (continued)

Financial overview (continued)

8a Summary and impact of COVID-19 (continued)

Furthermore, despite variations between the individual National Organisation fundraising members of our organisation, the overall ratio of restricted to unrestricted income and the mix in the cost base between fixed and variable costs provides assurance that a significantly more severe scenario could be applied without impacting Plan's ability to continue its operations. In the Directors' and Management's opinion, the going concern status of Plan Worldwide remains assured for the foreseeable future.

8b Income

Plan International mainly raises funds in Europe, the Americas and the Asia-Pacific region.

36% of Plan International's income in the year was derived from regular giving through child sponsorship. This income stream decreased by €0.8 million or 0.2% to €360 million in the year and increased by 1% at like for like exchange rates.

Grants income represented Plan International's largest source of funds at 39% of income in the year. Grants income rose by €44 million, or 13%, to €390 million in the year and by 16% at like for like exchange rates. This was particularly driven by increases in our larger National Organisations.

Gifts in kind totalled €78 million in 2021, compared with €48 million in 2020 and are mainly attributable to food donations with smaller donations of hygiene kits, blankets and other non-food items.

Other sources of income amounted to €175 million compared to €155 million in 2020. These include other contributions, including disaster and other appeals.

8c Expenditure

Total Plan International expenditure, before foreign exchange gains and losses, increased by €29 million compared to 2020, to €933 million. Total programme expenditure was €746 million, which was an increase of €39 million over 2020. This represents all costs directly related to delivering programmes, including country office staff and associated office and equipment spend, the cost of facilitating communications between sponsored children and sponsors and activities to raise awareness of development issues.

Spend on the response to COVID-19 has not been separately identified and is included within the relevant Areas of Global Distinctiveness (AOGDs) that are explained further below. Examples of spend on COVID-19 response can be found in section 1 above.

In 2021 the regional profile of expenditure excluding foreign exchange gains and losses has remained consistent with the profile seen in 2020. Africa accounts for the largest share of total programme and non-programme expenditure, representing 41% in 2021, compared to 39% in 2020. Expenditure in Asia, including NOs based in the region, represents 17% of total expenditure in 2021, the same as 2020. Central and South America accounted for 10% of total expenditure, the same as 2020. The remaining 32% of expenditure in 2021 was incurred in Europe and North America, compared with 34% in 2020.

Programme expenditure represents 80% of total expenditure, excluding foreign exchange gains and losses. Fundraising, trading expenditure and other operating costs represent 20%. Programme expenditure is categorised into the distinct areas in which Plan International works in accordance with Plan International's AOGDs.

Expenditure relating to disaster risk management was Plan International's largest spending programme area in both 2021 and 2020. Disaster risk management includes costs related to disaster risk reduction and relief activities ranging from food and medicine distribution to child psychosocial support and protection. These programmes accounted for €155 million or 21% of total programme expenditure (2020: €166 million or 24% of total programme expenditure).

Directors' report (continued)

Financial overview (continued)

8c Expenditure (continued)

Expenditure on early childhood development accounted for €96 million or 13% of programme expenditure in 2021. This programme area covers support to primary health care programmes, pre-school infrastructure, malaria prevention work and food security outside disaster programmes. There was the same proportion of spend on early childhood care and development compared to the total programme spend in 2021 compared with 2020.

Inclusive quality education accounted for €109 million or 15% of programme expenditure in 2021, the same as 2020. Education, and particularly girls' education, was Plan International's third largest programme area in 2021.

Expenditure on girls, boys and youth as active drivers of change accounted for €103 million or 14% of programme expenditure (2020: €88 million and 12% of total programme expenditure). This programme area includes programmes on capacity building for youth to be active citizens and to engage in collective action.

Programmes on protection from violence represent €115 million or 15% of total programme costs. The movement of €14 million in the spend on these programmes compared to the total programme spend in 2020 increased by 14%.

Expenditure on skills and opportunities for youth employment and entrepreneurship related to training in life, vocational and business skill and community engagement. This expenditure represents €46 million, or 6% of programme expenditure (2020: €41 million and 6% of total programme expenditure).

Expenditure on sexual and reproductive health and rights covers programmes related to family planning, HIV/AIDS and sex education. This expenditure represents €69 million, or 9%, of total programme expenditure (2020: €68 million an 10% of programme expenditure).

Sponsorship communications and development education costs are those associated with communications between sponsors and sponsored children and the cost of activities to raise awareness of development issues and advocate for policy changes and aid. Together these represent €19 million or 3% of programme expenditure and the movement in this spend of €2 million compared to total spend represents an 11% decrease.

Fundraising costs were €109 million compared to €115 million in 2020.

Other operating costs of €66 million represents costs in NOs and at the Global Hub and is an decrease of €9 million from the previous year. Trading related expenditure, including online shops and a film production entity was marginally higher than 2020 at €11 million which represented 1% of expenditure in 2021.

Losses on foreign exchange of €4.4 million in 2021 following on from losses of €6.0 million in 2020 represent the movements of non-Euro balances and exchange differences on intragroup transactions and primarily reflects the movement of the Euro relative to the USD in each year.

8d Fund balances

Fund balances, including non-cash balances at 30 June 2021 were €449 million; €64 million higher than at 30 June 2020.

Of the €449 million fund balances at 30 June 2021, €41 million is represented by property, plant, equipment and intangibles and €19 million is permanently restricted. The remaining €389 million fund balances globally are represented by donations designated for specific projects by donors, funds received from sponsors in advance and unrestricted fund balances, held across PI Inc and the NOs.

NOs manage their fund balances separately. Fund balances held in the NOs account for €234 million of total fund balances, whilst PI Inc, including Plan Ltd, holds the remaining balance.

Directors' report (continued)

Financial overview (continued)

8d Fund balances (continued)

Each fiscal year, the Board of Directors of PI Inc designates from average fund balances held over a 12 month period, funds for specific purposes as set out in PI Inc's reserves policy, which was revised and approved by the International Board in March 2019 and is outlined below. There were insufficient unrestricted funds to fully comply with PI Inc's reserves policy as at 30 June 2021 as detailed below. However, this is not deemed to be an operational or going concern issue and does not impact the activities of the organisation. Please see section 8a for further discussion on going concern.

A pre-financing fund is held by PI Inc for liquidity purposes, equivalent to 1 month's average expenditure of donor restricted funds (excluding gifts in kind). At the balance sheet date of 30 June 2021, PI Inc's pre-financing reserve for donor restricted funds has been fully funded.

Funds which are available for future expenditure include:

- the operating fund balances of the NOs
- the child sponsorship and unrestricted funding working capital fund balance in PI Inc, which is held for liquidity purposes and is equivalent to the higher of 1 month's average expenditure of child sponsorship and unrestricted funding and funds received by PI Inc from NOs awaiting designation. At 30 June 2021 there were insufficient funds to fully cover this reserve
- the contingency fund in PI Inc which is also equivalent to 1 month's average expenditure of child sponsorship and unrestricted funding. At 30 June 2021 insufficient funds were available to provide this reserve
- free fund balances, meaning funds in excess of the total fund balance target level which comprises the sum of the specific fund balances. At 30 June 2021, there were no free fund balances.

The purposes of the PI Inc contingency fund are that in the event of certain operational and financial risks crystallising, Plan International would be able to:

- complete programme work that is already underway
- safeguard staff and secure assets in the event of civil disorder or war
- adjust spending plans in a controlled manner
- restructure country office and central operations.

Directors' report (continued)

9. Statement of directors' responsibilities in relation to the combined financial statements

The directors of PI Inc are responsible for the preparation of the annual report and the consolidated financial statements of PI Inc, and have taken responsibility for the preparation of this Directors' report and the combined financial statements in respect of Plan International.

The directors have chosen to prepare combined financial statements for each financial year in accordance with the basis of preparation as set out in note 1 of the combined financial statements. They have taken responsibility for ensuring that the combined financial statements present fairly, in all material respects, the Combined statement of financial position of Plan International, and also its Combined income statement, Combined statement of comprehensive income and expenditure, Combined statement of cash flows and Combined statement of changes in fund balances.

In preparing the combined financial statements, the directors are required to select suitable accounting policies and then apply them consistently; make judgements and estimates that are reasonable and prudent; state that the combined financial statements comply with the basis of preparation set out in note 1 of the combined financial statements; and prepare the combined financial statements on a going concern basis unless it is inappropriate to presume that the group will continue in business. The directors of PI Inc confirm that they have complied with the above requirements in preparing the combined financial statements.

The directors of PI Inc, together with the directors of the NOs, are responsible for keeping adequate accounting records that are sufficient to show and explain Plan International's transactions and disclose with reasonable accuracy at any time the combined financial position of Plan International, and enable the directors of PI Inc to prepare combined financial statements that comply with the basis of preparation set out in note 1 of the combined financial statements. They are also responsible for safeguarding Plan International's assets and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors of Plan Ltd are responsible for the maintenance and integrity of Plan International's website, www.plan-international.org on behalf of PI Inc. Information published on the internet is accessible in many countries with different legal requirements relating to the preparation and dissemination of financial statements.

The directors of PI Inc confirm that, in the case of each director in office at the date the directors' report is approved, so far as the director is aware there is no relevant audit information of which Plan International's auditors are unaware; and he / she has taken all the steps that he / she ought to have taken as a director in order to make himself / herself aware of any relevant audit information and to establish that the auditors of Plan International are aware of that information.

Approved and authorised for issue by the International Board of PI Inc and signed on its behalf by

Gunvor Kronman

Gunvor Kronman Chair
3 December 2021

Independent auditors' report to the directors of Plan International, Inc

Report on the audit of the combined financial statements of Plan International Worldwide

Opinion

In our opinion, Plan International Worldwide's non statutory combined financial statements for the year ended 30 June 2021 have been properly prepared, in all material respects, in accordance with the basis of preparation and accounting policies in note 1 to the combined financial statements.

We have audited the combined financial statements, included within the Directors' report and Combined Financial Statements (the "Annual Report"), which comprise: the combined statement of financial position as at 30 June 2021; the combined income statement, the combined statement of comprehensive income and expenditure, the combined statement of cash flows, and the combined statement of changes in fund balances for the year then ended; and the notes to the financial statements, which include a description of the significant accounting policies.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)"), including ISA (UK) 800, and applicable law. Our responsibilities under ISAs (UK) are further described in the Auditors' responsibilities for the audit of the combined financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remained independent of Plan International Worldwide in accordance with the ethical requirements that are relevant to our audit of the combined financial statements in the UK, which includes the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Emphasis of matter - Basis of preparation

In forming our opinion on the combined financial statements, which is not modified, we draw attention to note 1 to the combined financial statements which describes the basis of preparation, and in particular, the fact that the accounting policies used and disclosures made are not intended to, and do not, comply with the requirements of International Financial Reporting Standards (IFRSs) as issued by the International Accounting Standards Board. The combined financial statements are prepared in accordance with a special purpose framework for the directors for the specific purpose as described in the Use of this report paragraph below. As a result, the combined financial statements may not be suitable for another purpose.

Conclusions relating to going concern

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 Plan International Worldwide's ability to continue as a going concern for a period of at least twelve months from when the combined financial statements are authorised for issue.

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

However, because not all future events or conditions can be predicted, this conclusion is not a guarantee as to Plan International Worldwide's ability to continue as a going concern.

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

Reporting on other information

The other information comprises all of the information in the Annual Report other than the combined financial statements and our auditors' report thereon. The directors are responsible for the other information. Our opinion on the combined financial statements does not cover the other information and, accordingly, we do not express an audit opinion or any form of assurance thereon.

In connection with our audit of the combined financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the combined financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the combined financial statements or a material misstatement of the other information. 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 based on these responsibilities.

Responsibilities for the combined financial statements and the audit

Responsibilities of the directors for the combined financial statements

As explained more fully in the statement of directors' responsibilities in relation to the combined financial statements, the directors are responsible for the preparation of the combined financial statements in accordance with the basis of preparation and accounting policies in note 1 to the combined financial statements and for determining that the basis of preparation and accounting policies are acceptable in the circumstances. The directors are also responsible for such internal control as they determine is necessary to enable the preparation of combined financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the combined financial statements, the directors are responsible for assessing Plan International Worldwide'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 directors either intend to liquidate Plan International Worldwide or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the combined financial statements

Our objectives are to obtain reasonable assurance about whether the combined financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' 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 combined financial statements.

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

As set out in note 1 of the combined financial statements, Plan International Worldwide comprises a combined set of financial statements and the entities included in the combined financial statements have not operated as a single entity. There is no legal requirement to prepare these combined financial statements as all the entities are legally separate. Consequently, there are no laws and regulations directly impacting the preparation of these financial statements, and risks of non-compliance with laws and regulations apply to the legally separate entities. As a result, the risk of non-compliance with laws and regulations is not applicable to the preparation of these combined financial statements. We evaluated management's incentives and opportunities for fraudulent manipulation of the combined financial statements (including the risk of override of controls), and determined that the principal risks were related to posting of inappropriate journal entries to manipulate financial results and potential management bias in accounting estimates. The Plan International Worldwide engagement team shared this risk assessment with the component auditors so that they could include appropriate audit procedures in response to such risks in their work. Audit procedures performed by the Group engagement team and/or separate entity engagement teams included:

- Discussions with management, Global Assurance, Plan International Worldwide's general counsel, including consideration of known or suspected instances of non-compliance with laws and regulations at the separate entity level and fraud;
- Assessment of matters reported through Plan International Worldwide's Counter-Fraud team and Plan International Worldwide's whistleblowing helpline and the results of management's investigation of such matters;
- Challenging assumptions made by management in their significant accounting estimates, including the valuation of post-employment benefits; and
- Testing of material journal entries and post-close adjustments, including the testing of journals with unusual account combinations and consolidation journals.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the combined financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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

Use of this report

This report, including the opinion, has been prepared for and only for Plan International, Inc's directors as a body in order to enable Plan International, Inc's directors to discharge their fiduciary duties in accordance with our engagement letter dated 15 October 2021 and for no other purpose. We do not, in giving this opinion, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come, including without limitation under any contractual obligations of Plan International, Inc, save where expressly agreed by our prior consent in writing.

PricewaterhouseCoopers LLP

PricewaterhouseCoopers LLP
Chartered Accountants
London
3 December 2021

Combined income statement
for the year ended 30 June 2021

	Note(s)	**2021 €000**	2020 €000
Income			
Child sponsorship income	2a	**360,114**	360,913
Grants	2a	**389,614**	345,761
Gifts in kind	2a	**78,248**	47,898
Other contributions	2a	**150,800**	140,089
Investment income	2a	**6,211**	3,818
Trading income	2a,b	**17,772**	11,410
Total income	2a,b	**1,002,759**	909,889
Expenditure*			
Programme expenditure	3a	**745,982**	706,666
Fundraising costs	3a	**109,237**	115,455
Other operating costs	3a	**65,960**	74,892
Finance costs	3a	**1,287**	1,428
Trading expenditure	3a	**10,514**	5,846
Total expenditure before foreign exchange		**932,980**	904,287
Net losses on foreign exchange	3a,c	**4,396**	5,983
Total expenditure	3a,c	**937,376**	910,270
Excess / (Deficit) of income over expenditure		**65,383**	(381)

* Expenditure by programme area for the year ended 30 June 2020 has been restated in note 3a to separate out donations to non-Plan partners in order ensure consistency with the presentation in the note for the year ended 30 June 2021. There is no overall change to total expenditure, however €9.9m has been moved from other operating costs to programme expenditure in the combined income statement for the year ended 30 June 2020.

Combined statement of comprehensive income and expenditure
for the year ended 30 June 2021

	Note	**2021 €000**	2020 €000
Excess / (Deficit) of income over expenditure		**65,383**	(381)
Items that will not be reclassified to the Excess / (Deficit) of income over expenditure:			
Remeasurements of post employment benefit obligations	11	**251**	(530)
Change in fair value of equity instruments at fair value through other comprehensive income	6	**1,014**	1,072
		1,265	542
Items that may be reclassified to the Excess / (Deficit) of income over expenditure:			
Currency translation adjustment	6	**(2,875)**	(2,755)
Total comprehensive income / (expenditure)		**63,773**	(2,594)

There is no corporation taxation arising on the items set out above as explained in note 1q to these financial statements. The notes on pages 21 to 51 form part of these financial statements.

Plan International Worldwide

Combined statement of financial position
at 30 June 2021

	Note(s)	**2021 €000**	2020 €000
Current assets			
Cash and cash equivalents	7a,b	**396,424**	341,728
Investments held at fair value through profit and loss	7b,d	**40,180**	39,660
Investments held at amortised cost	7b	**5,031**	17,182
Receivables and advances	7g	**49,115**	49,776
Prepaid expenses		**13,871**	11,315
Inventory	8	**1,477**	1,435
		506,098	461,096
Non-current assets			
Investments held at fair value through profit and loss	7b,d	**10,237**	9,322
Investments held at fair value through other comprehensive income		**7,257**	-
Investments held at amortised cost	7b	**-**	3,159
Other financial assets – interests in trusts	7e	**939**	892
Property, plant and equipment	9	**65,180**	70,764
Intangible assets	9	**22,211**	12,896
Other receivables	7g	**2,544**	2,798
		108,368	99,831
Total assets		**614,466**	560,927
Current liabilities			
Bank overdrafts	7c	**332**	505
Accounts payable		**26,988**	30,647
Accrued expenses		**35,939**	42,934
Deferred income		**16,305**	14,061
Accrued post employment benefits	10	**19,689**	20,780
Other current liabilities		**11,624**	14,163
		110,877	123,090
Non-current liabilities			
Bank loan	7c	**1,595**	1,660
Pension obligations	11b	**-**	2,202
Deferred income		**1,875**	-
Other non-current liabilities	12	**48,573**	46,843
Provisions for other liabilities and charges	13	**2,680**	2,039
		54,723	52,744
Total liabilities		**165,600**	175,834
Fund balances			
Unrestricted fund balances	6	**181,316**	151,589
Temporarily restricted fund balances	6	**248,073**	213,709
Permanently restricted fund balances	6	**19,477**	19,795
Total fund balances	6	**448,866**	385,093
Total liabilities and fund balances		**614,466**	560,927

The notes on pages 21 to 51 form part of these financial statements.

The financial statements on pages 17 to 51 have been approved by the Board of Directors of Plan International, Inc. and were signed on behalf of the Board on 3 December 2021.

Gunvor Kronman
Chair

Günter Haag
Director

Plan International Worldwide

Combined statement of cash flows
for the year ended 30 June 2021

	Note	**2021 €000**	2020 €000
Cash flows from operating activities			
Excess / (deficit) of income over expenditure		65,383	(381)
Depreciation and amortisation	9	20,072	21,395
Gain on sale of property, plant and equipment	2a	(56)	(306)
Gain on investments	2a	(4,284)	(590)
Investment income	2a	(1,871)	(2,922)
Increase in receivables *		(1,641)	(3,361)
(Increase) / decrease in inventory		(42)	234
(Decrease) / increase in payables **		(5,288)	16,331
Finance costs – net		1,287	1,428
Effects of exchange rate changes		(5,670)	-
Net cash inflow from operating activities		67,890	31,828
Cash flows from investing activities			
Investment income received		1,871	2,922
Proceeds from sale of investments held at fair value		7,632	16,245
Purchase of investments held at fair value		(11,719)	(5,322)
Proceeds from sale of investments held at amortised cost		25,177	1,542
Purchase of investments held at amortised cost		(10,507)	(19,437)
Net movement in interests in trusts		(47)	50
Proceeds from sale of property, plant and equipment		928	358
Proceeds from intangible assets		181	-
Purchase of property, plant and equipment	9	(4,260)	(5,824)
Purchase of intangible assets	9	(10,910)	(6,073)
Payment for acquisition of Social Development Direct, net of cash acquired		-	(1,593)
Net cash outflow from investing activities		(1,654)	(17,132)
Cash flows from financing			
Decrease of loans		(65)	(154)
Principal elements of lease liabilities		(13,068)	(10,633)
Net cash outflow from financing activities		(13,133)	(10,787)
Increase in cash and cash equivalents		53,103	3,909
Effect of exchange rate changes		1,766	(3,438)
Net increase in cash and cash equivalents		54,869	471
Cash and cash equivalents at beginning of year		341,223	340,752
Cash and cash equivalents at end of year		396,092	341,223

Cash and cash equivalents at end of year comprise:		
Cash at bank and in hand	**228,950**	215,769
Money market funds	**26,664**	31,662
Short term deposits	**140,810**	94,297
Bank overdrafts	**(332)**	(505)
	396,092	341,223

* Includes movement in receivables and advances, prepaid expenses and other non-current receivables.

** Includes movement in accounts payable, accrued expenses, deferred income, other current liabilities, non-current pension obligations, other non-current liabilities and provisions for other liabilities and charges.

Combined statement of changes in fund balances
for the year ended 30 June 2021

	Unrestricted fund balances €000	Temporarily restricted fund balances €000	Permanently restricted fund balances €000	**Total fund balances €000**
Fund balances at 1 July 2019	**149,364**	**219,167**	**19,156**	**387,687**
Excess / (Deficit) of income over expenditure	3,406	(4,280)	493	(381)
Gains on equity instruments at fair value through other comprehensive income	1,072	-	-	1,072
Remeasurements of pension obligations	(530)	-	-	(530)
Exchange rate movements	(1,723)	(1,178)	146	(2,755)
Total excess / (Deficit) of comprehensive income over expenditure	**2,225**	**(5,458)**	**639**	**(2,594)**
Fund balances at 30 June 2020	**151,589**	**213,709**	**19,795**	**385,093**
Excess of income over expenditure	31,854	33,334	195	65,383
Gains on equity instruments at fair value through other comprehensive income	1,014	-	-	1,014
Remeasurements of pension obligations	251	-	-	251
Exchange rate movements	(3,392)	1,030	(513)	(2,875)
Total excess of comprehensive income over expenditure	**29,727**	**34,364**	**(318)**	**63,773**
Fund balances at 30 June 2021	**181,316**	**248,073**	**19,477**	**448,866**

The notes on pages 21 to 51 form part of these financial statements.

Notes to combined financial statements

1. Principal accounting policies

a. Presentation and functional currency

The directors of PI Inc have concluded that the functional currency of PI Inc is the Euro on the basis that this is the predominant currency affecting PI Inc's operations worldwide. In addition, they have decided to present these combined financial statements in Euros. The functional currency of the NOs and Plan Ltd is their local currency, as this is the predominant currency that affects their operations.

b. Basis of preparation

The combined financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) and International Financial Reporting Standards Interpretations Committee (IFRS-IC) interpretations as issued by the International Accounting Standards Board and under historical cost convention with 2 exceptions. The exceptions are that these financial statements have been prepared on a combined basis as explained in note 1c and that International Public Sector Accounting Standard 23, has also been applied for income.

The basis of preparation and the accounting policies adopted by Plan International in preparing these combined financial statements are consistent with those applied in the year ended 30 June 2020 except as applicable below.

IFRS 16 Leases was first applied for Plan International for year ended 30 June 2020 using the modified retrospective approach

As at 1 July 2019, the Group elected to measure the right-of-use (ROU) assets at an amount equal to the lease liability adjusted for any material prepaid or accrued lease payments that existed at the date of transition. The lease liability is measured at the present value of the remaining minimum lease payments. The approach to the use of an appropriate discount rate has been discussed in note 1g.

For contracts in place at the date of initial application, Plan International elected to apply the definition of a lease from IAS 17 and IFRIC 4 and did not apply IFRS 16 to arrangements that were previously not identified as leases under IAS 17 and IFRIC 4.

Plan International has benefited from the use of hindsight for determining the lease term when considering options to extend and terminate leases. Please see section 1r for judgements used in determining the lease term.

Plan International has chosen to separate non lease components for computing ROU asset values for the year ended 30 June 2021. Plan did not do this in 2020.

Relevant new standards, amendments and interpretations issued but effective subsequent to the year end included the following. The impact is being assessed:

- Amendments to IFRS9, ISA39, IFRS 7 and IFRS 16 Interest Rate Benchmark Reform – Phase 2
- Amendments to IFRS 16 Leases: Covid- 19- Related Rent Concessions
- Amendments to IFRS 3 Business Combinations, IAS 16 Property, Plant and Equipment, IAS 37 Provisions, Contingent Liabiliites and Contingent Assets; and Annual Improvements 2018-2020

c. Basis of combined financial statements

The financial statements of Plan International are a combination of the consolidated financial statements of each of the 20 Member NOs and the consolidated financial statements of PI Inc, which includes the two prospective NOs at year end. The entities included in the combined financial statements have not operated as a single entity. There is no legal requirement to prepare these combined financial statements as PI Inc and the NOs are separate legal entities. However, the combined financial statements are prepared voluntarily in order to present the combined financial position, results and cash flows of Plan International.

New entities have their consolidated assets and liabilities combined into Plan International from the date they become a Member NO or from the date that they start the process of becoming a Member, unless they are already part of Plan International.

Notes to combined financial statements (continued)

1. Principal accounting policies (continued)

c. Basis of combined financial statements (continued)

There is typically no consideration paid by Plan International and entities' financial results and assets and liabilities are combined into these financial statements on becoming Members. Assets and liabilities are recognised at their carrying values of the entity adjusted to align with the accounting policies of Plan International at the time the entity is combined. The recognition of their consolidated assets and liabilities into the combined financial statements results in an amount recognised in fund balances as an 'other movement in net assets'.

PI Inc is controlled by its Members, but no one Member NO has the direct or indirect ability to exercise sole control through ownership, contract or otherwise. The NOs are independent entities which control their own subsidiaries. As set out in the Directors' report, each NO has objectives, purposes and constitutions compatible with those of PI Inc. PI Inc has a wholly owned central services subsidiary in the United Kingdom (Plan Ltd). In programme countries, PI Inc operates through branches, except in Brazil, Fiji (since 23 September 2020), Kenya, Nigeria, Papua New Guinea (since 1 September 2020) and Solomon Islands (since 1 September 2020), where it has established separately incorporated entities. In Ecuador and El Salvador and Indonesia, PI Inc operates through both a branch office and a subsidiary entity. All transactions and balances between entities included in the combined financial statements are eliminated.

d. Accounting for income arising from non-exchange transactions

Due to the nature of Plan International's activities, income arising from non-exchange transactions (such as contributions and grants) is considered to be income from ordinary activities and represents revenue for Plan International. Such income is recognised when there is an inflow of resources, when applicable, in accordance with International Public Sector Accounting Standard 23, Revenue from non-exchange contracts.

i) Child sponsorship contributions are paid by sponsors on either a monthly or annual basis. They are accounted for as income when received, including any contributions received in advance. Amounts received in advance are presented within temporarily restricted funds in the Combined statement of financial position.

ii) Certain contributions receivable by Plan International, including the majority of the grants from Government bodies and other Non-Governmental Organisations (NGOs), are designated for specific purposes by the donors. These contributions are recognised when the relevant donor-stipulated conditions have been met and Plan International is entitled to receive the income. Any such contributions which have been recognised in income but remain unspent at the year end are presented within temporarily restricted funds in the Combined statement of financial position. Income is deferred if cash is transferred to Plan International by the donor prior to the requirements being met which entitle Plan International to the income.

iii) Plan International receives contributions from various other sources, including legacies and trusts in which it is named as a beneficiary (but over which it has neither control nor significant influence). These contributions are recognised when Plan International has an irrevocable entitlement to receive future economic benefits and the amounts are capable of reliable measurement. Plan International also receives project sponsorship and appeals income which is recognised when received.

iv) Gifts in kind are recognised at fair value when received using the cost of the equivalent goods or services in the country of the ultimate beneficiary, the price of the nearest equivalent goods in terms of quantity, quality, age, condition and branding or wholesale prices, taking into account normal commercial discounts and volume rebates. Valuations provided by institutional donors are used for food and food distributions.

v) Trading income primarily comprises retail income from the sale of goods through shops, lottery income and other commercial activities. This income is recognised at point of sale.

vi) Investment income represents both PI Inc's and the NOs' interest and dividend income, all of which is recognised when Plan International becomes entitled to the income, as well as realised gains and losses on the sale of investments. Interest income on debt securities is measured using the effective interest method.

vii) Plan International benefits from the assistance provided by a large number of volunteers both in NOs and PI Inc. It is not practicable to quantify the benefit attributable to this work, which is therefore excluded from the Combined income statement.

Notes to combined financial statements (continued)

1. Principal accounting policies (continued)

e. Accounting for expenditure

Expenditure is recognised in accordance with the accruals concept. Programme expenditure which does not involve the receipt of goods or services by Plan International, including payments to the communities and other NGOs with which Plan International works, is recognised either when the cash is paid across to a third party or, if earlier, when an irrevocable commitment is made to pay out funds to a third party.

f. Accounting for fund balances

Fund balances are identified in 3 categories:

i) Unrestricted funds include balances for certain assets and liabilities, specifically the net investment of funds in property, plant and equipment, intangible assets and leases and the gains / (losses) on investments held at fair value.

ii) Temporarily restricted funds comprise:
- advance payments by child sponsors
- unspent funds that have been restricted to specific purposes by donors
- unspent funds held by PI Inc that have been restricted to specific purposes by the NOs, including funds originally received by the NO as unrestricted
- contributions receivable at the year end, including amounts receivable from legacies and trusts, but excluding any such amounts which are designated as permanently restricted.

iii) Permanently restricted funds are those that will not become unrestricted. They include endowment funds restricted by donors and statutory funds that are required in accordance with the statutes of the countries in which some NOs operate.

g. Leases

For any new contracts, Plan International considers whether a contract is, or contains a lease. A lease is defined as ‘a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration’.

Measurement and recognition of leases as a lessee
Plan International recognises a right-of-use asset and related lease liability in connection with all former operating leases. Furthermore, election to use the short term lease exemption has also been taken. This applies to leases with a lease term of 12 months or less from the date of initial application or any new leases that commence with a determined non-cancellable period of 12 months or less. Therefore, for the short-term leases Plan International did not recognise a right-of-use of asset or lease liability for the qualifying leases and continued to recognise the operating lease payments under IAS17.

Low value assets that have an underlying value of less than $5K have not been disclosed. The value of the right-of-use of assets and lease liabilities relating to these low value assets has a trivial effect on the financial statements, individually and in the aggregate.

At the lease commencement date, Plan International recognises a right-of-use asset and a lease liability in the Combined statement of financial position. The right-of-use asset is measured at cost, which is made up of the initial measurement of the lease liability, any initial direct costs, and any lease payments made in advance of the lease commencement date (net of any incentives received).

Plan International depreciates the right-of-use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful economic life of the right-of-use asset or the end of the lease term. Plan International also assesses the right-of-use asset for impairment when such indicators exist.

The lease liability to be recognised on the balance sheet, at the point of inception is calculated as the total minimum lease payments over the term of the lease, discounted at an appropriate rate to ascertain a net present value of the outflows.

Notes to combined financial statements (continued)

1. Principal accounting policies (continued)

g. Leases (continued)

An appropriate discount rate could be either the interest rate implicit in the lease, or an incremental borrowing rate. When the rate implicit in the lease cannot be readily determined, lessees use their incremental borrowing rate (i.e., the rate of interest that the lessee would have to pay to borrow on a collateralised basis over a similar term an amount equal to the lease payments in a similar economic environment). Plan International cannot readily determine the interest rate implicit in the leases. Therefore a relevant incremental borrowing rate has been applied to each portfolio of leases that are within a similar economic environment. A Euro borrowing rate has been deemed appropriate to be applied to the portfolio of PI Inc leases as if Country Offices or Regional Offices were to access financing, this would occur through the Global Hub borrowing in the United Kingdom in Euros. This rate therefore represents a suitable incremental borrowing rate to apply to this portfolio and is also deemed appropriate to cover the remaining life of the current outstanding leases. For NO leases, an entity specific incremental borrowing rate has been applied to each identifiable portfolio. Adopting the portfolio approach produces a materially similar result as assessing on a lease by lease basis.

The lease liability has been split on the balance sheet between current liability for those payments due within one year, and non-current liabilities for payments due beyond 12 months from the reporting date. The lease liability reduces in accordance with the cash payments made towards the lease, net of discounted interest. The expenditure for the discounted interest is shown within finance costs in the Combined income statement.

The lease liability is remeasured when there is a change in future lease payments or if Plan International changes its assessment of whether it will exercise a purchase, extension or termination option.

Whenever the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right to use asset has been reduced to zero.

Plan International presents right-of-use assets in ‘Property, plant and equipment’ and current and non-current portion of lease liability separately in the Combined statement of financial position.

h. Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and deposits held with banks which have a maturity date of less than 3 months from the date the deposit was made. For the purposes of the Combined statement of cash flows, cash and cash equivalents are stated net of bank overdrafts.

i. Investments

Financial assets which comprise debt securities and bank deposits whose contractual cash flows comprise solely payments of principal and interest and that Plan International intends to hold to collect the contractual cash flows are classified as investments held at amortised cost. Financial assets at amortised cost are initially recognised at fair value and subsequently measured at amortised cost. In line with IFRS 9, Plan International assesses at each balance sheet date whether financial assets at amortised cost should be impaired using the expected credit loss approach.

Financial assets which comprises equities are recognised at fair value at initial recognition and at each subsequent reporting date. Gains and losses arising from changes in the fair value are included in the Combined statement of comprehensive income and expenditure in the period in which they arise.

Plan International may make an irrevocable election at initial recognition for particular investments in equity instruments that would otherwise be measured at fair value through profit or loss (FVTPL) to present subsequent changes in fair value in other comprehensive income on an instrument-by instrument basis. Gains or losses will not be reclassified to the income statement on disposal of equity investments. Dividend income is recognised in profit or loss when Plan International’s right to receive payment of the dividend is established.

Financial assets are included in either current or non-current investments as appropriate.

Notes to combined financial statements (continued)

1. Principal accounting policies (continued)

j. Receivables and advances

Receivables and advances consist of receivables in National Organisations and the country offices. These are recognised as current assets if collection is due in one year or less. If collection is due to over a year, they are presented as non-current assets. Receivables and advances are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment.

k. Other financial assets – interests in trusts

Plan International is a beneficiary of certain trusts administered and managed by third parties. Plan International's interests in these trusts are recorded at fair value and classified as current or non-current assets as appropriate.

l. Property, plant and equipment and intangible assets

Property, plant and equipment and intangible assets are stated at cost less accumulated depreciation and amortisation and impairment losses.

Each NO has its own capitalisation threshold resulting in assets of a trivial value being expensed in the year they are purchased. For PI Inc, property, plant and equipment are only capitalised if above the capitalisation threshold of €3,500. Assets purchased by country offices that relate to grant projects are expensed in the year they are purchased. Should an asset be gifted to PI Inc by the donor at the end of the grant project, then it will be capitalised at that point should the value at the time exceed the capitalisation threshold.

Intangible assets represent software held for internal use, which is either purchased, donated or developed internally. Costs relating to software developed internally are capitalised when the qualifying project reaches the development stage as defined in IAS 38, Intangible Assets. The cost of assets received as gifts in kind is determined as set out in note 1d. Depreciation and amortisation are provided under the straight-line method over the following estimated useful lives of the assets:

Buildings including leasehold improvements..................	2 - 50 years
Equipment..	3 - 10 years
Intangible assets-purchased software.............................	Lower of 5 years or the period of the licence
Other intangibles..	3 - 5 years

Land is not depreciated.

Gains or losses on disposals in the year are included in the Combined income statement.

Amortisation of intangible assets is included within operating costs in the Combined income statement.

Property, plant and equipment and intangible assets are subject to review for impairment either when there is an indication of a reduction in their recoverable amount or, in the case of intangible assets not yet available for use, on an annual basis. Any impairment is recognised in the Combined income statement in the year in which it occurs.

m. Inventory

Inventory is held at the lower of cost and net realisable value, with obsolete inventory written off. Inventory comprises both humanitarian supplies and inventory held for trading activities. Cost comprises the cost of purchase and is determined using the first-in, first-out method for both humanitarian supplies and trading inventory. The net realisable value of inventory held for humanitarian supplies is based on the service potential of the inventory. The net realisable value of inventory held for trading activities is the estimated selling price in the ordinary course of business less applicable variable selling expenses. Inventory that is damaged or obsolete is written off as an expense. Humanitarian supplies are recognised in programme expenditure when distributed to beneficiaries. Inventory held for trading is recognised as trading expenditure when the goods are sold.

Notes to combined financial statements (continued)

1. Principal accounting policies (continued)

n. Current liabilities – post employment benefits and pension obligations

The amount recognised for post employment benefits represents Plan International's estimated obligation to employees who have an unconditional legal entitlement to termination benefits or to a payment on resignation either under local statute or their employment contract. The obligation recognised is calculated separately for each country in which Plan International operates and considers the relevant local conditions, the service and salary of individual employees and expected changes in Plan International's workforce.

Termination payments or statutory payments on resignation and the change in the net liability as a result of service rendered in the period are charged to expenditure in the year.

Any obligation under defined benefit plans is classified as a current liability as it would be payable when an employee leaves and Plan International would not have the right to defer payment.

A number of Plan International entities maintain defined contribution pension plans or pay contributions to government schemes through social security payments. The amounts charged in the Combined income statement in respect of such plans or social security contributions comprise the contributions payable by Plan International in respect of the year.

o. Non-current liabilities – pension obligations

Only 1 member NO, Plan International Netherlands operated a defined benefit pension plan for part of the year. The amount recognised in respect of this pension plan represents the present value of the defined benefit obligations less the fair value of the plan assets. Pension obligations (and costs) are measured using the projected unit credit method. The amount charged in the Combined income statement in respect of the plan comprises the current service cost, interest on the net defined benefit liability in the scheme and administration charges payable by Plan International Netherlands in respect of the years as applicable. Changes in the defined benefit obligations due to remeasurements are charged to the Combined statement of comprehensive income and expenditure.

p. Foreign exchange accounting

Transactions in foreign currencies are recorded at the rate of exchange ruling on the date of the transaction or at average rates. Monetary assets and liabilities denominated in foreign currencies are translated at the year end exchange rates. Exchange differences arising are included in the Combined income statement. The income and expenditure of NOs and Plan Ltd are translated at average monthly exchange rates. The assets and liabilities of these entities are translated into Euros at year end exchange rates. The translation differences arising are included in the Combined statement of comprehensive income.

If a NO was to no longer be combined into the Plan International Worldwide financial statements, the balance held within cumulative foreign exchange differences within fund balances for this NO would be reversed and written off to the excess / (deficit) of income over expenditure.

q. Taxation

As a registered Not-for-Profit Corporation, PI Inc has no liability for corporation taxation. PI Inc's subsidiary Plan Ltd is liable to UK taxation but incurs no taxation liability due to donating all of its taxable profits to Plan International (UK) Limited, a UK registered charity and member NO in the UK. The member NOs are exempt from corporation taxation.

r. Accounting estimates and judgements

The preparation of the combined financial statements requires the use of estimates and judgements in determining the reported amounts of assets, liabilities, income and expenditure and the related disclosures. These estimates and judgements are based on assumptions that are considered reasonable in the circumstances, having regard to historical experience. Actual results may differ from these estimates. Certain accounting policies have been identified as involving particularly complex or subjective judgements or estimates, as follows:

1. Principal accounting policies (continued)

r. Accounting estimates and judgements (continued)

Judgements

i) Income recognition - income is recognised when entitlement has been demonstrated. In some situations, for example in relation to contributions designated for specific purposes by the donor, judgement is involved in assessing when Plan International becomes entitled to recognise the income based on the individual stipulations within the donor agreements.

ii) Expenditure allocation - expenditure is analysed between certain programme groupings (called programme areas), as set out in note 3 to the combined financial statements. Judgement is sometimes needed in allocating expenditure, for example where a project covers more than 1 programme area and for support costs. Expenditure of €242m (2020: €259m) has been allocated across programme areas based on total spend.

iii) Leases - The key judgement applied to the entity's portfolio of property leases is in relation to the lease extension and termination options. IFRS 16 defines the lease term as the non-cancellable period of a lease together with the options to extend or terminate a lease, if the lessee was reasonably certain to exercise that option. Where a lease includes the option to extend the lease term, management makes a judgement as to whether it is reasonably certain that the option will be exercised. Management's assessment to exercise the renewal option of some leases significantly impacts the value of the lease liabilities and right-of-use assets recognised on the balance sheet. In determining the lease terms and the likelihood of an extension option being exercised, management considers all facts and circumstances (which include leasehold improvements made to underlying assets, importance of underlying assets to the entity's operations and management's past experience with similar leases), that create an economic incentive to exercise such an option. This judgement will be reassessed at each reporting period. A reassessment of the remaining life of the leases could result in a recalculation of the lease liability, however it is unlikely to result in a material adjustment to the associated balances.

Estimates

iv) Post employment benefits - in many of the countries in which Plan International operates, employees' have an unconditional legal entitlement to payments when their employment with Plan International ceases, either under local statute or their employment contract, regardless of the reason for leaving. Estimation is required in quantifying the obligation arising from these entitlements, based on projected leave dates, employees' length of service and current salary which are included in the accrual for post employment benefits.

Country offices are asked to provide a full listing of employees and benefits that those employees are entitled to as at the year ended 30 June 2021. Total benefits are then multiplied by the rate at which employees have left Plan International in the past. The key part of this estimation is the range of outcomes estimated in terms of how people leave the organisation and the probabilities of each of these outcomes occurring. This is calculated based on staff movements over past years (3 years minimum) and the reason for those movements. An estimate of future probability based on historical trends and knowledge of future events is then made for each country for each outcome and applied to calculate the accrual.

Accrued post employment benefits are included as €19.7 million (2020: €20.8 million) under current liabilities (please see note 10) and €1.1 million (2020: €1.1 million) within provisions for other liabilities and charges as non-current liabilities.

Sensitivity

€11.6 million (2020: €12.1 million) is included for the 10 country offices with the largest calculated accrual. If only the current most expensive outcome in relation to how people leave the organisation, based on the probability of the outcome occurring, was applied, the accrual would increase by €1.6 million (2020: increase by €0.8 million). If only the current least expensive outcome was chosen, based on the probability of the outcome occurring, the accrual would decrease by €0.8 million (2020: decrease by less that €0.1 million). As explained above, the estimation of the range of outcomes and probabilities applied are based on historical data and expectations of future events on a country by country basis, therefore this is deemed to contribute to the most appropriate estimation of this accrual.

Notes to combined financial statements (continued)

2. Income

a. Income by source

	2021 €000	2020 €000
Child sponsorship income	**360,114**	360,913
Grants	**389,614**	345,761
Gifts in kind	**78,248**	47,898
Bequests	**10,512**	11,408
Project sponsorship and appeals	**140,288**	128,681
Other contributions	**150,800**	140,089
Interest and dividend income	**1,871**	2,922
Net fair value gains on financial assets at fair value through profit and loss	**3,021**	535
Net realised gains on financial assets at fair value through profit and loss	**1,263**	55
Gain on sale of fixed assets	**56**	306
Investment income	**6,211**	3,818
Trading income	**17,772**	11,410
Total income	**1,002,759**	909,889

b. Income by location

	2021 €000	2020 €000
Belgium	**21,637**	18,006
Denmark	**43,656**	35,531
Finland	**22,760**	18,383
France	**19,839**	13,629
Germany	**252,915**	200,793
Ireland	**11,427**	15,719
Netherlands	**59,494**	55,310
Norway	**46,967**	49,862
Spain	**35,686**	28,361
Sweden	**54,426**	48,834
Switzerland	**5,454**	5,539
United Kingdom	**71,815**	62,924
Europe	**646,076**	552,891
Canada	**174,010**	166,169
Colombia	**4,475**	2,287
United States	**57,443**	61,584
Americas	**235,928**	230,040
Australia	**38,011**	33,801
Hong Kong	**12,860**	12,370
India	**10,833**	12,888
Japan	**26,746**	30,539
Korea	**8,006**	10,514
Australia & Asia	**96,456**	100,112
Other and intragroup elimination	**6,527**	15,436
	984,987	898,479
Trading income	**17,772**	11,410
Total income	**1,002,759**	909,889

Notes to combined financial statements (continued)

3. Expenditure

a. Expenditure by programme area

	National Organisations €000	Country Offices €000	Global Hub €000	Intra-group & exchange €000	Total 2021 €000
Early childhood development	**3,353**	**92,770**	**-**	**-**	**96,123**
Inclusive quality education	**5,827**	**103,633**	**-**	**-**	**109,460**
Girls, boys and youth as active drivers of change	**64,563**	**36,710**	**2,159**	**-**	**103,432**
Protection from violence	**581**	**114,086**	**271**	**-**	**114,938**
Skills and opportunities for youth employment and entrepreneurship	**-**	**46,054**	**5**	**-**	**46,059**
Sexual and reproductive health and rights	**-**	**65,419**	**3,578**	**-**	**68,997**
Disaster risk management	**19,090**	**136,076**	**12**	**-**	**155,178**
Sponsorship communications	**-**	**18,600**	**509**	**-**	**19,109**
Programme expenditure	**93,414**	**613,348**	**6,534**	**-**	**713,296**
Donations to non-Plan partners	**32,686**	**-**	**-**	**-**	**32,686**
Fundraising costs	**106,442**	**2,795**	**-**	**-**	**109,237**
Other operating costs	**41,601**	**-**	**24,359**	**-**	**65,960**
Finance costs	**1,012**	**4**	**271**	**-**	**1,287**
	275,155	**616,147**	**31,164**		**922,466**
Trading expenditure	**10,514**	**-**	**-**	**-**	**10,514**
Total expenditure before foreign exchange	**285,669**	**616,147**	**31,164**	**-**	**932,980**
Net losses on foreign exchange	-	-	-	4,396	4,396
Total expenditure	**285,669**	**616,147**	**31,164**	**4,396**	**937,376**

	National Organisations €000	Country Offices €000	Global Hub €000	Intra-group & exchange €000	Total 2020* €000
Early childhood development	4,707	84,474	27	-	89,208
Inclusive quality education	6,782	100,484	-	-	107,266
Girls, boys and youth as active drivers of change	46,975	35,005	6,211	-	88,191
Protection from violence	848	99,023	848	-	100,719
Skills and opportunities for youth employment and entrepreneurship	-	41,327	-	-	41,327
Sexual and reproductive health and rights	-	68,347	-	-	68,347
Disaster risk management	33,955	130,657	1,663	-	166,275
Sponsorship communications	-	20,691	724	-	21,415
Programme expenditure	93,267	580,008	9,473	-	682,748
Donations to non-Plan partners*	23,918	-	-	-	23,918
Fundraising costs	112,093	2,699	663	-	115,455
Other operating costs	48,525	-	26,367	-	74,892
Finance costs	1,170	240	18	-	1,428
	278,973	582,947	36,521	-	898,441
Trading expenditure	5,846	-	-	-	5,846
Total expenditure before foreign exchange	284,819	582,947	36,521	-	904,287
Net losses on foreign exchange	-	-	-	5,983	5,983
Total expenditure	284,819	582,947	36,521	5,983	910,270

* Expenditure by programme area for the year ended 30 June 2020 has been restated to separate out donations to non-Plan partners in order ensure consistency with the presentation in the note for the year ended 30 June 2021. There is no overall change to total expenditure, however minor amendments have been made to the totals for National Organisations, Global Hub and Intra-group & exchange.

Expenditure allocations are performed on a project level. Spend on the response to COVID-19 has not been separately identified and is included within the relevant Areas of Global Distinctiveness (AOGDs).

Projects that are not clearly aligned to one specific AOGD have been apportioned across all AOGDs based on total spend.

Notes to combined financial statements (continued)

3. Expenditure (continued)

a. Expenditure by programme area (continued)

Examples of the types of programme expenditure included within each of the AOGDs are:

Early childhood development: Support for gender-sensitive parenting and nurturing care practices covering health, nutrition and hygiene, play and early learning, protection and positive discipline; maternal, neonatal and child health services; early learning and stimulation; community hygiene, sanitation and health campaigns.

Inclusive quality education: Improved gender-responsive teaching and learning in schools and family support for education; opportunities for out of school children to get an education; improved curriculum and learning materials; safe, non-violent school environments; improved school governance and management practices.

Girls, boys and youth as active drivers of change: Capacity-building for youth to be active citizens and to engage in collective action; government mechanisms for youth engagement; media and youth programmes; promoting youth participation in all our work.

Protection from violence: Work with children, youth and families to reduce violence at home and in communities; child protection services and gender-sensitive reporting; community-based child protection mechanisms and multi-sectoral collaboration.

Skills and opportunities for youth employment and entrepreneurship: Life, vocational and business skills training and community engagement; working with private sector to create employment opportunities and access to financing; promoting better working conditions and regulations for youth.

Sexual and reproductive health and rights: Sexuality education for youth and families; adolescent- and gender-responsive sexual and reproductive health and HIV services; prevention of harmful practices including child early and forced marriage and FGM; support for girls and young women most at risk.

Disaster risk management: Early childhood development, sexual and reproductive health and rights, child protection, education and youth economic empowerment in emergencies; child-centred climate change adaptation; disaster response activities including food distribution, and the provision of shelter, water and sanitation.

Sponsorship communications: the full cycle of country office activities, including central and regional management and logistical costs related to Child Sponsorship. Sponsorship costs also include costs incurred when programme and sponsorship operations finish in communities and Plan International supports the phasing out of the projects.

Donations to non-Plan partners: These are any donations from NOs to non-Plan entities. They often occur as a result of the NO being part of an alliance with other NGOs or other non-Plan entities. These donations may be in relation to programming that is being delivered with the non-Plan organisation and with PI Inc. However, these donations may also be to non-Plan entities in relation to programming that is not being delivered with PI Inc.

Fundraising costs: account management of institutional and corporate donors, resource mobilisation planning and marketing costs associated with attracting new individual donors.

Other operating costs: general management, finance, human resource and information technology costs of administrative systems and the cost of handling funds received.

Trading expenditure: cost of merchandise and operations associated with on-line shops and service subsidiaries of NOs.

Finance costs: interest cost on bank loans and lease liabilities.

Notes to combined financial statements (continued)

3. Expenditure (continued)

a. Expenditure by programme area (continued)

Net losses / (gains) on foreign exchange: net losses and gains arising on the retranslation of monetary items denominated in currencies other than the functional currency of the relevant entity. This reflects changes in the value of the Euro.

Where applicable, each of the above categories includes salaries, project management, supervision and monitoring, and evaluation. Each category of country office expenditure also includes an appropriate allocation of general management and operational support costs which are allocated to functions as a proportion of direct costs incurred

3b. Expenditure by National Organisation and Country Offices

Expenditure in note 3b excludes net gains and losses on foreign exchange.

(i) National Organisations

	2021 €000	2020* €000
Belgium	**7,214**	6,069
Denmark	**13,890**	12,463
Finland	**10,249**	7,800
France	**4,599**	4,948
Germany	**52,976**	48,630
Ireland	**2,389**	4,146
Netherlands	**27,654**	25,367
Norway	**13,522**	12,108
Spain	**8,544**	7,409
Sweden	**13,789**	14,256
Switzerland	**2,092**	1,765
United Kingdom	**25,332**	27,813
Europe	**182,250**	172,774
Canada	**36,765**	46,058
Colombia	**2**	401
United States	**25,248**	27,021
Americas	**62,015**	73,480
Australia	**15,860**	15,075
Hong Kong	**3,454**	3,770
India	**711**	1,783
Japan	**7,267**	8,472
Korea	**3,598**	3,619
Australia & Asia	**30,890**	32,719
Trading expenditure	**10,514**	5,846
Total National Organisation expenditure	**285,669**	284,819

* Expenditure by programme area for the year ended 30 June 2020 has been restated to separate out donations to non-Plan partners in order ensure consistency with the presentation in the note for the year ended 30 June 2021. There is no overall change to total expenditure, however minor amendments have been made to the totals for National Organisations, Global Hub and Intra-group & exchange.

Notes to combined financial statements (continued)

3b. Expenditure by National Organisation and Country Offices (continued)

(ii) Country Offices

	2021 €000	2020 €000
Bangladesh	**19,933**	20,440
Cambodia	**8,906**	10,583
China	**4,408**	4,599
Fiji	**29**	-
India	**18,280**	18,251
Indonesia	**9,332**	9,850
Laos	**6,137**	4,429
Myanmar	**12,892**	14,554
Nepal	**9,827**	7,955
Pakistan	**-**	3
Papua New Guinea	**853**	-
Philippines	**14,286**	18,050
Solomon Islands	**1,055**	-
Sri Lanka	**-**	2,396
Thailand	**3,132**	3,152
Timor Leste	**4,088**	3,861
Vietnam	**8,891**	7,706
Asia regional office	**3,159**	4,107
Asia	**125,208**	129,936
Bolivia	**7,484**	7,589
Brazil	**2,770**	3,307
Colombia	**13,836**	14,395
Dominican Republic	**3,893**	4,293
Ecuador (incl. Foundation)	**9,479**	8,460
El Salvador (incl. Foundation)	**15,324**	11,056
Guatemala	**9,406**	8,559
Haiti	**4,896**	3,718
Honduras	**8,403**	8,695
Nicaragua	**4,699**	3,800
Paraguay	**3,198**	3,275
Peru	**10,174**	11,025
Americas regional office	**4,392**	4,517
Central and South America	**97,954**	92,689
Egypt	**10,519**	8,824
Ethiopia	**25,023**	21,105
Kenya	**8,289**	9,797
Malawi	**13,164**	14,869
Mozambique	**6,921**	9,168
Rwanda	**5,719**	4,973
Somalia	**1,114**	515
Sudan	**13,331**	10,915
South Sudan	**35,078**	26,050
Tanzania	**10,060**	12,405
Uganda	**13,531**	12,765
Zambia	**5,380**	5,551
Zimbabwe	**22,283**	23,129
Eastern and Southern Africa regional office	**4,871**	5,612
Eastern and Southern Africa	**175,283**	165,678
Benin	**10,594**	11,333
Burkina Faso	**21,957**	17,225
Cameroon	**18,578**	17,805
Central African Republic	**25,114**	29,509
Ghana	**11,570**	9,649
Guinea	**13,764**	20,017
Guinea Bissau	**2,476**	3,296
Liberia	**17,454**	7,055
Mali	**15,205**	14,145
Niger	**13,970**	9,969
Nigeria	**28,779**	20,237
Senegal	**12,062**	11,984
Sierra Leone	**4,509**	4,522
Togo	**9,177**	9,028
West Africa regional office	**3,630**	3,375
West Africa	**208,839**	189,149
Middle East sub regional office	**243**	344
Jordan	**4,290**	3,012
Lebanon	**4,330**	2,139
Middle East Sub region	**8,863**	5,495
Total Regional and Country Office expenditure	**616,147**	582,947

Notes to combined financial statements (continued)

3. Expenditure (continued)

3c. Expenditure by type

	Note	**2021** **€000**	2020 €000
Project payments to partners, community groups and suppliers		**342,139**	287,475
Employee salary costs	4	**277,946**	283,317
Other staff costs		**32,743**	34,608
Consultants and other professional costs		**71,780**	67,176
Marketing and media		**72,499**	71,430
Travel and meetings		**36,392**	53,914
Communications		**19,522**	17,920
Rent and related costs		**9,201**	12,126
Depreciation and amortisation	9	**20,072**	21,395
Supplies, vehicles and other costs		**50,686**	54,926
Net losses on foreign exchange		**4,396**	5,983
Total expenditure		**937,376**	910,270

4. Employee information

	Average number of employees		**Salary costs**	
	2021 **Number**	2020 Number	**2021** **€000**	2020 €000
Country Offices	**9,707**	9,298	**157,491**	166,476
National Organisations	**1,875**	1,880	**98,412**	93,661
Global Hub	**319**	308	**22,043**	23,180
	11,901	11,486	**277,946**	283,317

Notes to combined financial statements (continued)

5. Remuneration of key management

a. Total key management remuneration

The average number of people designated as key management of Plan International for the year ended 30 June 2021 was 45 (2020: 46). This includes management of the 20 NOs (2020: 21) and the 11 (2020: 11) members of the International Board, who do not receive any remuneration for their services to PI Inc. This also includes 4 (2020: 4) Regional Directors and 10 (2020: 10) Directors at the Global Hub.

The remuneration payable to members of key management was as follows:

	2021 €000	2020 €000
Salaries	**4,275**	4,439
Other short term employee benefits	**724**	741
Total salaries and short-term employee benefits	**4,999**	5,180
Post employment benefits	**496**	482
Termination benefits	**2**	194
	5,497	5,856

The majority of key management are paid in currencies other than the Euro, particularly Sterling and the US Dollar and therefore year on year changes in the remuneration reported includes currency movements. Other short term employee benefits include for staff based outside their home country, additional living allowances and benefits and tax costs which relate to their overseas posting. The post employment benefits principally comprise contributions payable to defined contribution pension schemes. There are no long-term incentive schemes for key management.

Notes to combined financial statements (continued)

5. Remuneration of key management (continued)

b. International management

Key international management include the Regional Directors and the Directors at the Global Hub.

Remuneration of key international management is determined by PI Inc and Plan Ltd salary policies which apply pay scales in accordance with market surveys and personal performance and, where relevant, sector norms for staff based outside their home country.

The remuneration of individuals whilst holding key international management positions during the years to 30 June 2021 and/or 30 June 2020 is set out below. Unless otherwise indicated, individuals held key international management positions for full years in both financial years:

		2021			2020	
	Salaries €'000	Other short term employee benefits €'000	**Total salaries and short term employee benefits €'000**	Salaries €'000	Other short term employee benefits €'000	Total salaries and short term employee benefits €'000
Anne-Birgitte Albrectsen (to May 2021)*	335	-	**335**	252	-	252
Raj Nooyi (from Jun 2021) **	-	-	**-**	-	-	-
Gabriela Bucher (to Sep 2020)	33	-	**33**	152	-	152
Tara Camm	114	-	**114**	114	-	114
Alison Currie	124	-	**124**	125	-	125
Jayanta Bora (to June 2020)	-	-	**-**	157	-	157
Bessie Vaneris (from Nov 2020)	111	-	**111**	-	-	-
Sagar Dave	91	-	**91**	92	-	92
Sean Maguire (to Dec 2020)	101	-	**101**	138	-	138
Damien Queally	118	-	**118**	119	-	119
Ellen Wratten (to Oct 2020)	62	-	**62**	119	-	119
David Thomson	117	-	**117**	119	-	119
Laila El Baradei (from Oct 2020)	67	-	**67**	-	-	-
Maria Comerford (from Oct 2020)	54	-	**54**	-	-	-
Carla Jones (from Oct 2020)	51	-	**51**	-	-	-
Debora Cobar Urquiza	115	20	**135**	134	9	143
Rotimy Djossaya	116	122	**238**	123	138	261
Roger Yates	111	41	**152**	129	60	189
Bhagyashri Dengle	122	42	**164**	113	49	162
Total salaries and short term employee benefits	1,842	225	**2,067**	1,886	256	2,142
Post employment benefits			**211**			201
			2,278			2,343

* The salary of Anne-Birgitte Albrectsen, the CEO, was unchanged during 2021. However, it was identified that the CEO had not been paid part of their US compensation from the commencement of her initial contract. The increased amount represents ensuring this underpayment was remedied.

** Interim Chief Executive Officer, Raj Nooyi, provided his services pro-bono and is not paid a salary.

Notes to combined financial statements (continued)

5. Remuneration of key management (continued)

c. National Directors

NO boards either assess and approve the remuneration of National Directors directly, or delegate part or all of the remuneration review to a Board Committee. In the majority of cases the National Director's remuneration takes into account the local salary market and performance, though the weighting given to each of these 2 factors varies across the NOs.

The salary levels of National Directors are not comparable due to the different sizes of operations and varying cost of living.

The combined remuneration of the National Directors of the 20 NOs is set out below:

	2021	2020
	€000	€000
Salaries	**2,433**	2,553
Other short term employee benefits	**499**	485
Total salaries and short-term employee benefits	**2,932**	3,038
Post employment benefits	**285**	281
Termination benefits	**2**	194
	3,219	3,513

The table below shows the number of National Director positions with salaries (remuneration excluding non-salary short term benefits, post employment and termination benefits), falling in the following ranges:

			Year to 30 June 2021	Year to 30 June 2020
			Number	Number
Up to		€75,000	**2**	1
€75,001	-	€100,000	**7**	8
€100,001	-	€125,000	**5**	3
€125,001	-	€150,000	**1**	3
€150,001	-	€175,000	**2**	-
€175,001	-	€200,000	**-**	1
€200,001	-	€225,000	**-**	2
€225,001	-	€250,000	**-**	-
€250,001	-	€275,000	**2**	-
€275,001	-	€300,000	**-**	-
€300,000	-	€325,000	**1**	1
€325,000	-	€350,000	**-**	1

Notes to combined financial statements (continued)

6. Fund balances

	1 July 2020 €000	Additions/ (reductions) €000	Translation Differences €000	**30 June 2021 €000**
Unrestricted fund balances				
Net investment in property, plant and equipment, intangible assets and leases	32,908	7,680	730	**41,318**
Gains / (losses) on investments held at fair value	1,683	4,035	(332)	**5,386**
Remeasurements of post employment benefit obligations	(957)	1,208	(251)	**-**
Funds available for future expenditure	117,955	20,196	(3,539)	**134,612**
Total unrestricted fund balances	151,589	33,119	(3,392)	**181,316**
Temporarily restricted fund balances				
Advance payments by sponsors	13,436	1,414	(149)	**14,701**
Donor-restricted contributions not yet spent	184,228	26,696	1,466	**212,390**
Other restricted funds	16,045	5,224	(287)	**20,982**
Total temporarily restricted fund balances	213,709	33,334	1,030	**248,073**
Permanently restricted fund balances				
Donor-restricted fund balances	13,106	257	(636)	**12,727**
Statutory fund balances	6,689	(62)	123	**6,750**
Total permanently restricted fund balances	19,795	195	(513)	**19,477**
Total fund balances	385,093	**66,648**	**(2,875)**	**448,866**
Cumulative foreign exchange differences included within fund balances	(5,216)	-	(2,875)	**(8,091)**

	1 July 2019 €000	Additions/ (reductions) €000	Translation Differences €000	30 June 2020 €000
Unrestricted fund balances				
Net investment in property, plant and equipment, intangible assets and leases *	29,486	3,805	(383)	**32,908**
Gains / (losses) on investments held at fair value	638	1,072	(27)	**1,683**
Remeasurements of post employment benefit obligations	(427)	(530)	-	**(957)**
Funds available for future expenditure *	119,667	(399)	(1,313)	**117,955**
Total unrestricted fund balances*	149,364	3,948	(1,723)	**151,589**
Temporarily restricted fund balances				
Advance payments by sponsors	16,881	(3,510)	65	**13,436**
Donor-restricted contributions not yet spent	188,986	(3,729)	(1,029)	**184,228**
Other restricted funds	13,300	2,959	(214)	**16,045**
Total temporarily restricted fund balances	219,167	(4,280)	(1,178)	**213,709**
Permanently restricted fund balances				
Donor-restricted fund balances	12,526	422	158	**13,106**
Statutory fund balances	6,630	71	(12)	**6,689**
Total permanently restricted fund balances	19,156	493	146	**19,795**
Total fund balances	387,687	**161**	**(2,755)**	**385,093**
Cumulative foreign exchange differences included within fund balances	(2,461)	-	(2,755)	**(5,216)**

* Additions/(reductions) figure for the year ended 30 June 2020 has been restated to include lease liabilities of €50,725k in Net investment in property, plant and equipment, intangible assets and leases.

The fund balances presented in the combined financial statements are not available for distribution.

Notes to combined financial statements (continued)

7. Financial risk management

Plan International's activities expose it to a variety of financial risks: market risk (including foreign exchange risk, price risk and interest rate risk), credit risk and liquidity risk. Plan International seeks to minimise the potential adverse effects of these financial risks. Risk management is carried out under policies approved by PI Inc's International Board. Plan International's policy is to be risk averse and not to take speculative positions in foreign exchange contracts or any derivative financial instruments.

Cash and investments at 30 June 2021 were held in the following currencies:

	Cash and cash equivalents €000	Current asset investments held at fair value €000	Current asset investments held at amortised cost €000	Non-current asset investments held at fair value* €000	Non-current asset investments held at amortised cost €000	**Total €000**
Euro	87,236	-	602	7,257	-	**95,095**
Canadian dollar	49,642	3,905	-	3,104	-	**56,651**
US dollar	149,202	19,401	-	731	-	**169,334**
Yen	10,869	-	2,281	-	-	**13,150**
Norwegian krone	3,824	-	-	-	-	**3,824**
Swedish krona	12,145	-	-	-	-	**12,145**
Australian dollar	3,102	-	755	6,402	-	**10,259**
Sterling	24,985	-	-	-	-	**24,985**
Other	55,419	16,874	1,393	-	-	**73,686**
	396,424	**40,180**	**5,031**	**17,494**	**-**	**459,129**

Cash and investments at 30 June 2020 were held in the following currencies:

	Cash and cash equivalents €000	Current asset investments held at fair value* €000	Current asset investments held at amortised cost €000	Non-current asset investments held at fair value €000	Non-current asset investments held at amortised cost €000	Total €000
Euro	83,682	6,225	100	-	502	90,509
Canadian dollar	39,812	-	508	2,865	2,657	45,842
US dollar	104,542	17,029	-	1,319	-	122,890
Yen	12,707	-	6,665	-	-	19,372
Norwegian krone	9,176	-	-	-	-	9,176
Swedish krona	9,988	-	-	-	-	9,988
Australian dollar	3,345	-	899	5,138	-	9,382
Sterling	14,338	-	7,650	-	-	21,988
Other	64,138	16,406	1,360	-	-	81,904
	341,728	39,660	17,182	9,322	3,159	411,051

* includes financial assets held at fair value through profit and loss and fair value through other comprehensive income.

There were no impairment provisions on investments held at fair value in 2021 or 2020.

a. Market risk

(i) Foreign exchange risk

Plan International's NOs receive the majority of their income and incur expenditure in their domestic currency and therefore have a natural hedge against exchange rate fluctuations.

PI Inc faces exchange rate exposure as expenditure is not incurred in the same currencies as income and some income is received in currencies other than the Euro. The purpose of PI Inc's Treasury Currency Management policy is to protect against the risk that there could be a significant change in the funds available for programme expenditure due to exchange rate fluctuations. PI Inc uses natural hedges by holding relevant funds in the required currency, principally in the Euro, Sterling and US Dollars, which cover around one third of expenditure.

Notes to combined financial statements (continued)

7. Financial risk management (continued)

a. Market risk (continued)

(i) Foreign exchange risk (continued)

At 30 June 2021, if the Euro had weakened / strengthened against all other currencies by 10% with all other variables held constant, then comprehensive income and fund balances would have been € 7.1 / €7.1 million lower / higher.

(ii) Price risk

Plan International is exposed to equity and debt security price risks because of investments held at amortised cost or investments held at fair value. These securities are held in 6 NOs. Each NO sets its own investment policy. Assuming that equity indices had increased / decreased by 5% with all other variables held constant and that all Plan International's equity investments moved in line with the index, then comprehensive income and fund balances would have been €2.7 million (2020: €2.4 million) higher / lower.

(iii) Interest rate risk

All bank deposits had a maturity date of less than 1 year and most interest-bearing investments had a maturity date or interest reset date of less than 1 year in the year to 30 June 2021 and the prior year. In view of this and the fact that interest income is small in relation to total income, changes in interest rates do not currently present a material risk to Plan International. At 30 June 2021, if interest rates had been 50 basis points higher/lower with all other variables held constant, investment income for the year and fund balances at 30 June 2021 would have been €2.0 million (2020: €1.7 million) higher / lower. Cash and investments are held in many currencies and yields in the year to 30 June 2021 ranged from 0% to 6% (2020: from 0% to 6%). The average rate for the year was 0.4% (2020: 1.4%).

The maturity profile of bank deposits and interest bearing investments is shown below:

	0 - 1 year €000	1 - 3 years €000	Over 3 years €000	**30 June 2021 €000**
Cash and cash equivalents	396,424	-	-	**396,424**
Current asset investments held at fair value	445	-	-	**445**
Current asset investments held at amortised cost	5,031	-	-	**5,031**
Non-current asset investments held at fair value	-	1,054	2,153	**3,207**
Total at 30 June 2021	**401,900**	**1,054**	**2,153**	**405,107**

	0 - 1 year €000	1 - 3 years €000	Over 3 years €000	30 June 2020 €000
Cash and cash equivalents	341,728	-	-	341,728
Current asset investments held at amortised cost	15,754	1,428	-	17,182
Non-current asset investments held at amortised cost	-	952	2,207	3,159
Total at 30 June 2020	357,482	2,380	2,207	362,069

Notes to combined financial statements (continued)

7. Financial risk management (continued)

b. Credit risk

Credit risk arises mainly on cash and cash equivalents. Other receivables and advances are spread across all the countries in which Plan International operates and this minimises the exposure to credit risk. Any large receivables due from individual organisations generally comprise grants receivable from public bodies. The table below shows the combined cash balances held by PI Inc, its subsidiaries and the NOs with the 5 largest bank counterparties at the balance sheet date.

	30 June 2021		30 June 2020	
	Rating	**Balance €000**	Rating	Balance €000
Counterparty A	A1	53,109	A1	41,789
Counterparty B	A1	43,824	A1	38,753
Counterparty C	A1	30,913	A1	19,326
Counterparty D	A1	22,573	A1	18,690
Counterparty E	A1	21,041	A1	14,729

PI Inc’s policy is to hold cash and investments with institutions with short term ratings of at least A2 or equivalent, whenever possible, but this is not always achievable given the countries in which Plan International operates. Investments held at amortised cost are corporate and government bonds held by NOs. Cash and investments are analysed below into those held with institutions with short term ratings of A or better and those held with other institutions.

	Bank Deposit & Cash €000	Debt securities €000	Equities €000	**30 June 2021 €000**
Rated A or better				
Cash and cash equivalents	351,912	-	-	**351,912**
Current asset investments held at fair value	-	455	20,808	**21,263**
Current asset investments held at amortised cost	-	5,031	-	**5,031**
Non-current asset investments held at fair value*	-	2,389	13,659	**16,048**
Non-current asset investments held at amortised cost	-	-	-	**-**
Total rated A or better	**351,912**	**7,875**	**34,467**	**394,254**
Other				
Cash and cash equivalents	44,512	-	-	**44,512**
Current asset investments held at fair value	-	32	18,885	**18,917**
Non-current asset investments held at fair value*	-	817	629	**1,446**
Non-current asset investments held at amortised cost	-	-	-	**-**
Total other	**44,512**	**849**	**19,514**	**64,875**
Total				
Cash and cash equivalents	396,424	-	-	**396,424**
Current asset investments held at fair value	-	487	39,693	**40,180**
Current asset investments held at amortised cost	-	5,031	-	**5,031**
Non-current asset investments held at fair value*	-	3,206	14,288	**17,494**
Non-current asset investments held at amortised cost	-	-	-	**-**
Total cash and investments	**396,424**	**8,724**	**53,981**	**459,129**

* includes financial assets held at fair value through profit and loss and fair value through other comprehensive income.

Notes to combined financial statements (continued)

7. Financial risk management (continued)

b. Credit risk (continued)

	Bank Deposit & Cash €000	Debt securities €000	Equities €000	30 June 2020 €000
Rated A or better				
Cash and cash equivalents	286,234	-	-	286,234
Current asset investments held at fair value	-	-	22,631	22,631
Current asset investments held at amortised cost	9,009	8,173	-	17,182
Non-current asset investments held at fair value	-	-	5,138	5,138
Non-current asset investments held at amortised cost	-	1,710	-	1,710
Total rated A or better	295,243	9,883	27,769	332,895
Other				
Cash and cash equivalents	55,494	-	-	55,494
Current asset investments held at fair value	-	-	17,029	17,029
Non-current asset investments held at fair value	-	-	4,184	4,184
Non-current asset investments held at amortised cost	-	1,449	-	1,449
Total other	55,494	1,449	21,213	78,156
Total				
Cash and cash equivalents	341,728	-	-	341,728
Current asset investments held at fair value	-	-	39,660	39,660
Current asset investments held at amortised cost	9,009	8,173	-	17,182
Non-current asset investments held at fair value	-	-	9,322	9,322
Non-current asset investments held at amortised cost	-	3,159	-	3,159
Total cash and investments	350,737	11,332	48,982	411,051

c. Liquidity risk

Plan International commits to expenditure only when funds are available and seeks to maintain cash required for liquidity as set out in note 1f to these combined financial statements. Therefore, liquidity risk is kept to a minimum. This is reflected in the Combined statement of financial position where current assets of €506 million (2020: €461 million) are 4.6 times larger (2020: 3.7 times larger) than current liabilities of €111 million (2020: €123 million) although a significant proportion is restricted. Plan International uses bank overdrafts to meet short term financing requirements. As at 30 June 2021, the aggregate value of these bank overdrafts was €0.3 million (2020: €0.5 million). In addition, at 30 June 2021, Plan Korea had a long term bank loan of €1.4 million (2020: €1.4 million) and Plan France a long term bank loan of €0.2 million (2020: €0.3 million) used to purchase the land and buildings they occupy.

d. Fair value estimation

The table below analyses financial instruments carried at fair value, by valuation method. The different levels have been defined as follows:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1).
- Inputs other than quoted prices that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (level 2).
- Inputs for the asset or liability that are not based on observable market data (level 3).

There have been no changes in valuation method and no transfers between levels.

Notes to combined financial statements (continued)

7. Financial risk management (continued)

d. Fair value estimation (continued)

The following table presents the financial instruments that were measured at fair value at 30 June 2021:

	Level 1 €000	Level 2 €000	Level 3 €000	**30 June 2021 €000**
Investments held at fair value:				
- Current asset investments	40,150	30	-	**40,180**
- Non-current asset investments	17,494	-	-	**17,494**
Total assets	**57,644**	**30**	**-**	**57,674**

The following table presents the financial instruments that were measured at fair value at 30 June 2020:

	Level 1 €000	Level 2 €000	Level 3 €000	30 June 2020 €000
Investments held at fair value:				
- Current asset investments	39,604	56	-	39,660
- Non-current asset investments	9,322	-	-	9,322
Total assets	48,926	56	-	48,982

The value of investments held at amortised cost at 30 June 2021 was €5.0 million (2020: €20.3 million).

Plan International has designated at fair value through other comprehensive income investments in equities. These are individually immaterial for further disclosure. Plan International chose this presentation alternative because investments were made for strategic purposes rather than a view to profit on a subsequent sale, and there are no plans to dispose of these in the short term. The fair value of these investments was €7.3 million (2020: €7.0 million). The remaining equities balance of €50.4 million (2020: €42.0 million) are designated as fair value through profit and loss.

The fair value of the investments held at fair value is based on market prices obtained from financial institutions at the balance sheet date.

The fair value of cash and cash equivalents, receivables and advances and accounts payable is in line with their carrying values in the combined financial statements. All cash, investments and other monetary items held in foreign currencies at 30 June were converted to Euros at the spot exchange rate on that date.

e. Other financial assets – Interests in trusts

Plan International has a right to receive future income from certain trusts set up by third party donors. The arrangements vary from trust to trust, but in general Plan International has an irrevocable right to participate in the income generated by the trust and/or will receive a share of the capital held by the trust at some future date. Plan International's interests in these trusts are recorded at their fair value, based on the discounted value of the expected future cash receipts or the value of the assets held by the trust, as appropriate. As at 30 June 2021, the fair value of these interests amounted to €0.9 million (2020: €0.9 million).

f. Financial liabilities

Financial liabilities are held at amortised cost.

Notes to combined financial statements (continued)

7. Financial risk management (continued)

g. Receivables and advances

Receivables and advances were held in the following currencies:

	Current Assets		Non-current assets	
	2021	2020	**2021**	2020
	€000	€000	**€000**	€000
US dollar	18,340	12,343	**-**	-
Euro	7,183	8,034	1,698	1,977
Sterling	8,815	13,090	515	484
Canadian dollar	2,875	8,606	-	-
Norwegian krone	413	1,265	-	-
Other	11,489	6,438	331	337
	49,115	49,776	2,544	2,798

Receivables and advances consist of current receivables in National Organisations and the Country Offices together with accrued income and receivables less estates in probate and stated net of provisions amounting to €0.5 million (2020: €0.3 million).

The majority of receivables are in the NOs and are from institutional donors. Based on historical information and future trends there is no expected credit loss. There may be some expected credit loss for other receivables but these would be trivial in value. Receivables are assessed annually for impairment and the provision is not material.

h. Capital management

The capital held by Plan International is categorised in fund balances, for which the amounts for the years ended 30 June 2021 and 2020 and the movements for the year are set out in note 6. Total fund balances of €449 million (2020: €385 million) include €7 million (2020: €7 million) of statutory reserves which are held to meet regulatory requirements for not-for-profit organisations in some of the countries in which NOs operate. Other fund balances are held by PI Inc in accordance with the PI Inc reserve policy or by NOs in accordance with their own reserve policy or as otherwise approved by their Boards. These purposes are explained in note 1f.

8. Inventory

Inventory is as follows:

	2021	2020
	€000	€000
Inventory for trading activities	**494**	509
Inventory for distribution to beneficiaries	**983**	926
Total inventory	**1,477**	1,435

The inventory for distribution to beneficiaries comprises non-food items such as hygiene kits, water kits, household kits and blankets in 2021 and 2020, purchased with donor contributions or received as gifts in kind, but not distributed to beneficiaries before 30 June.

Notes to combined financial statements (continued)

9. Property, plant and equipment and intangible assets

	Land and Buildings €000	Equipment €000	Right-of-use Assets €000	Tangible Assets €000	Intangible Assets €000	Total €000
Cost						
Prior year						
1 July 2019	25,029	51,018	-	76,047	46,624	122,671
Adjustment on transition to IFRS 16	-	-	45,518	45,518	-	45,518
Additions	1,446	4,439	16,835	22,720	7,424	30,144
Disposals	(205)	(3,295)	(286)	(3,786)	(2,138)	(5,924)
Exchange adjustments	(279)	(566)	-	(845)	98	(747)
30 June 2020	**25,991**	**51,596**	**62,067**	**139,654**	**52,008**	**191,662**
Current year movements						
Adjustment to opening balance	-	-	(254)	(254)	-	(254)
Additions	323	3,937	5,917	10,177	10,910	21,087
Disposals	(1,979)	(2,517)	(3,250)	(7,746)	(11,400)	(19,146)
Reclassification	(12)	12	-	-	-	-
Exchange adjustments	202	197	-	399	294	693
30 June 2021	**24,525**	**53,225**	**64,480**	**142,230**	**51,812**	**194,042**
Accumulated depreciation and amortisation						
Prior year						
1 July 2019	12,137	42,488	-	54,625	38,560	93,185
Charge for the year	1,580	3,094	13,681	18,355	3,040	21,395
Disposals	(205)	(3,243)	(286)	(3,734)	(2,138)	(5,872)
Exchange adjustments	(62)	(294)	-	(356)	(350)	(706)
30 June 2020	**13,450**	**42,045**	**13,395**	**68,890**	**39,112**	**108,002**
Current year movements						
Adjustment to opening balance	-	-	(1,661)	(1,661)	-	(1,661)
Charge for the year	2,906	2,986	12,368	18,260	1,812	20,072
Disposals	(1,308)	(2,316)	(3,250)	(6,874)	(11,174)	(18,048)
Reclassification	-	-	-	-	(45)	(45)
Exchange adjustments	(1,268)	(297)	-	(1,565)	(104)	(1,669)
30 June 2021	**13,780**	**42,418**	**20,852**	**77,050**	**29,601**	**106,651**
Net book value:						
30 June 2021	**10,745**	**10,807**	**43,628**	**65,180**	**22,211**	**87,391**
30 June 2020	12,541	9,551	48,672	70,764	12,896	83,660

Included in intangible assets is €15.1 million (2020: €8.7 million) relating to internally generated software for internal use which is in the course of construction.

10. Accrued post employment benefits

Accrued post employment benefits represent Plan International's estimated obligation to employees who have an unconditional legal entitlement to termination benefits or to a payment on resignation either under local statute or their employment contract. The movement in the accrual during 2021 and 2020 is as follows:

	2021 €000	2020 €000
At 1 July	**20,780**	19,049
Total expense	**7,605**	7,877
Benefits paid	**(8,696)**	(6,146)
At 30 June	**19,689**	20,780

Notes to combined financial statements (continued)

11. Pension obligations

a. Defined contribution pension plans

The majority of Plan International's pension arrangements for staff are defined contribution schemes. These schemes are governed by local statutory regulations and pension fund assets are held independently of Plan International's assets.

In 2021, 22 (2020: 20) defined contribution schemes exist in 19 (2020: 17) countries in which PI Inc or its subsidiaries operate. In addition, 13 (2020: 12) of Plan International's NOs operate defined contribution schemes.

Contributions to defined contribution pension plans in 2021 totalled €10.2 million (2020: €9.3 million) which are charged to expenditure as contributions fall due.

b. Defined benefit pension plans

Only 1 member NO, Plan International Netherlands (2020: Plan International Netherlands) operated a defined benefit pension plan for part of the year. After a plan amendment, effective from 31 December 2020, all active participants moved to a defined contribution plan for future benefit accrual and a full settlement of the defined benefit obligation was processed. The impact on the defined benefit obligation of the closure of the defined benefit plan is shown as a past service credit. The past service credit is calculated using a discount rate of 0.4% based on market conditions as at 31 December 2020 and the latest available mortality rates. The amounts recognised in these financial statements in respect of the defined benefit pension plan and it closure in the year have been calculated on the basis described in accounting policy "1o. Non-current liabilities – pension obligations" by independent actuaries.

The amounts recognised in expenditure for the defined benefit pension plans are as follows:

	2021 €000	2020 €000
Service cost	**594**	893
Past service credit	**(2,715)**	-
Interest cost on net defined liability	**8**	11
Management fees	**35**	60
Total	**(2,078)**	964

Expected contributions to the plan for the year ending 30 June 2022 are €nil.

The amounts recognised in the Combined statement of comprehensive income and expenditure are as follows:

	2021 €000	2020 €000
Remeasurements of the defined benefit obligation:		
Gain due to changes in demographic assumptions	**623**	-
Loss due to changes in financial assumptions	**(3,675)**	(1,327)
Loss due to experience	**(64)**	(494)
Return on plan assets excluding amounts included in interest income	**3,367**	1,291
Total gain / (loss)	**251**	(530)

Notes to combined financial statements (continued)

11. Pension obligations (continued)

b. Defined benefit pension plans (continued)

The movement in the net liability recognised in the Combined statement of financial position for defined benefit pension plans is as follows:

	2021 €000	2020 €000
At 1 July	**(2,202)**	(1,418)
Total expense	**2,078**	(964)
Contributions paid	**(127)**	710
Remeasurements	**251**	(530)
At 30 June	**-**	(2,202)

The movement in the present value of the defined benefit obligation is as follows, all arising in plans that are wholly or partly funded:

	2021 €000	2020 €000
Defined benefit obligation		
At 1 July	**(28,159)**	(25,015)
Service cost	**(594)**	(893)
Interest cost	**(127)**	(274)
Employee contributions	**(135)**	(398)
Remeasurements:		
Experience loss	**(64)**	(494)
Gain due to changes in demographic assumptions	**623**	-
Loss due to changes in financial assumptions	**(3,675)**	(1,327)
Benefits paid	**136**	242
Past service credit	**2,715**	-
Settlements	**29,280**	-
At 30 June	**-**	(28,159)

The movements in the defined benefit pension plan assets at fair value are as follows:

	2021 €000	2020 €000
Defined benefit pension plan assets		
At 1 July	**25,957**	23,597
Interest income	**119**	263
Employer contributions	**(127)**	710
Employee contributions	**135**	398
Benefits paid	**(136)**	(242)
Management fees	**(35)**	(60)
Remeasurement gain:		
Return on plan assets excluding amounts included in interest income	**3,367**	1,291
Settlements	**(29,280)**	-
At 30 June	**-**	25,957

Notes to combined financial statements (continued)

11. Pension obligations (continued)

b. Defined benefit pension plans (continued)

The Plan International Netherlands pension funds were invested in an insurance policy at 30 June 2020. Therefore, the requirement to disaggregate the fair value of the plan assets into classes that distinguish the nature and risks of those assets is not applicable.

Assumptions regarding future mortality experience are set based on advice in accordance with published statistics and experience in each country.

The range of other assumptions used in the actuarial valuations of the defined benefit pension plans are as follows:

	2021	2020
Plan International Netherlands pension plan		
Used to determine defined benefit obligations at year end:		
Discount rate for obligations	**0.0%**	0.9%
Rate of future salary increases	**0.0%**	1.5%
Rate of consumer price inflation	**0.0%**	1.9%
Number of members	**0.0%**	482
Used to determine pension expense for the current year:		
Discount rate for obligations	**0.9%**	1.1%
Rate of future salary increases	**1.5%**	1.5%
Rate of consumer price inflation	**1.9%**	1.1%

Due to the closure of the defined benefit plan effective from 31 December 2020, no sensitivity is required for the year ended 30 June 2021.The following table illustrates the sensitivity of the defined benefit obligation and the projected expense to changes in discount rate assumptions in 2020:

Plan International Netherlands pension plan – 2020 Discount rate sensitivity	Assumption	Defined Benefit Obligation at year end €'000	Net Interest on Net Defined Benefit Liability at 1 July €'000	Service Cost including Administration cost €'000
Discount rate	0.9%	28,159	15	1,258
Discount rate + 0.5%	1.4%	24,994	18	1,007
Discount rate – 0.5%	0.4%	31,881	9	1,567

The following table illustrates the sensitivity of the defined benefit obligation to changes in life expectancy assumptions:

Impact on Defined Benefit Obligation (DBO) of a change in life expectancy - in 2020	Change in DBO Plan Netherlands
Increase by 1 year	Increase by 4.11%
Decrease by 1 year	Decrease by 4.13%

The sensitivity analyses for the defined benefit pension plan above is based on a change in assumption whilst holding all other assumptions constant. In practice, this is unlikely to occur and changes in some of the assumptions may occur together. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions, the same method (present value of the defined benefit obligation, calculated using the projected unit credit method at the end of the reporting period) has been applied, as is used to calculate the pension liability recognised within the Combined statement of financial position as at 30 June 2020.

Notes to combined financial statements (continued)

11. Pension obligations (continued)

c. Other pension plans

In addition to Plan International's defined contribution schemes explained in note 11a, Plan International pays social security contributions to statutory government pension or social security schemes, which provide varying levels of post retirement benefit, in a further 36 (2020: 36) PI Inc countries and a further 5 (2020: 6) NO countries. These costs are included within salary costs in note 4. Including these, there is some level of post retirement benefit to which Plan International contributes in 95% of the countries in which Plan International operates.

12. Other non-current liabilities

Other non-current liabilities include the €34.5 million (2020: €37.9 million) non-current portion of lease liabilities. Please see note 14 for further details in relation to leases. The remaining €14.1 million (2020: €8.9 million) relates to pre-funding from donors which have a maturity date of greater than 1 year.

13. Provisions for other liabilities and charges

Provisions for other liabilities and charges are as follows:

	2021 **€000**	2020 €000
Split interest trusts	**273**	301
Other	**2,407**	1,738
Total provisions for other liabilities and charges	**2,680**	2,039

	Split interest trust **€000**	**Other** **€000**	**Total** **€000**
At 1 July 2020	301	1,738	2,039
Additional provisions	-	1,184	1,184
Used during the year	(33)	(354)	(387)
Reversed during the year	-	-	-
Currency translation effects	5	(161)	(156)
At 30 June 2021	**273**	**2,407**	**2,680**

The split interest trust is an arrangement whereby a donor contributes assets in exchange for a promise from Plan International to pay the donor a fixed amount for a specified period of time and the related liability is shown as a provision. Other provisions include estimated amounts for non-current post employment and termination benefits.

Notes to combined financial statements (continued)

14. Leases

Plan International has non-cancellable operating leases for buildings occupied by NOs, PI Inc and Plan Ltd. Lease terms vary by location. Plan International has only immaterial income from subleasing right of use assets and no sale and leaseback transactions.

Amounts recognised in Combined Income Statement

	2021	2020
	€000	€000
Interest on lease liabilities	**1,183**	1,280
Expenses relating to short term leases	**677**	6,081
Depreciation	**12,368**	13,681
	14,228	21,042

Total cash outflow in Combined statement of cash flows

	2021	2020
	€000	€000
Repayment of lease liabilities	**13,068**	13,402

The weighted average incremental borrowing rate applied to lease liabilities recognised in the Combined statement of financial position is 2.07% (2020: 2.92%). The weighted average incremental borrowing rate for NO's is 2.63% (2020: 3.52% at transition and 2.45% thereafter).

The one-year borrowing rate available to PI Inc for EUR currently is 0.39% (2020: 1.33%). The EUR one-year borrowing rate is deemed appropriate for PI Inc as the entity could borrow in EUR over a term of one year which covers the remaining life on current outstanding leases. Currently the five-year borrowing rate is 0.39% (2020: 1.33%).

The expense related to variable lease payments not included in the measurement of lease liabilities is of trivial value to the financial statements.

Lease liabilities

The maturity profile of lease liabilities recognised is shown below:

	2021	2020
Maturity Analysis – contractual undiscounted cash flows	€000	€000
Less than one year	**11,918**	14,008
One to five years	**26,935**	28,001
More than five years	**10,972**	10,853
Total undiscounted lease liabilities	**49,825**	52,862
Effect of discounting	**(3,752)**	(2,110)
Present value of minimum lease payments	**46,073**	50,752

Notes to combined financial statements (continued)

14. Leases (continued)

Total future minimum operating lease payments accounted for under IAS 17 for leases are as follows. This only includes those leases that are not accounted for under IFRS 16 due to the practical exemptions detailed in notes 1b and 1g:

	At 30 June 2021			At 30 June 2020		
	Rent €000	Other operating Leases* €000	**Total €000**	Rent €000	Other operating Leases * €000	Total €000
Within 1 year	701	-	**701**	206	95	**301**
Between 1 and 5 years	2,487	-	**2,487**	-	87	**87**
After 5 years	798	-	**798**	-	-	**-**

*****Other operating leases include low value assets.

15. Contingencies and commitments

a. Contingent liabilities

Plan International is involved in various legal and employment taxation disputes, the outcome of which is uncertain. The best current estimation of the potential impact on Plan International's financial position is €11.9 million (2020: €9.8 million) in aggregate.

b. Capital commitments

Contracts for capital expenditure not provided in the financial statements amount to approximately €4.6 million (2020: €3.7 million).

16. Related parties

Stiftung Hilfe mit Plan is an independent foundation, registered in Germany that administers a number of trust foundations that are not part of Plan International. In substance, Stiftung Hilfe mit Plan is deemed to be an associate of Plan International Worldwide as Plan International Worldwide is deemed to have significant influence, but not control or joint control, over Stiftung Hilfe mit Plan.

In 2012, Hilfe mit Plan purchased the building that was partly occupied by Plan International Germany and completed its refurbishment in 2013. Rental income from Plan International Germany is providing a steady source of income for Hilfe mit Plan. Space is also rented occasionally to other organisations, particularly other non-governmental organisations, mainly through use of meeting and events facilities. Plan International Germany has secured rent stability for future years through the arrangement. In addition, in 2015, Hilfe mit Plan purchased land and during the year ended 30 June 2018 commenced building a second office on the site with the intention to also rent it out to Plan International Germany. The building was completed in September 2019. Plan International Germany paid rentals of €0.7 million (2020: €0.6 million) to Hilfe mit Plan in respect of these two properties.

During the year Plan International Germany donated €1.7 million (2020: €2.4 million) to Hilfe mit Plan. Plan International Germany received donations of €4.0 million (2020: €3.7 million) from Hilfe mit Plan and its independent trusts for development programmes. There were no amounts outstanding at 30 June 2021 (2020: €nil).

Privatstiftung Hilfe mit Plan Österreich (PHmPO) is an independent foundation, registered in Austria which administers funds that are not part of Plan International. In substance, PHmPO is deemed to be an associate of Plan International Worldwide as Plan International Worldwide is deemed to have significant influence, but not control or joint control, over PHmPO. During the year Plan International Germany received €0.3 million (2020: €0.3 million) as donations from PHmPO and donated €0.9 million (2020: €nil) to PHmPO.

Notes to combined financial statements (continued)

16. Related parties (continued)

Plan International UK is a member of the Disasters Emergency Committee (DEC) and Plan International UK's Chief Executive is a trustee of the DEC. In the year Plan International UK paid a membership donation of €0.057 million (2020: €0.056 million) to the DEC. Plan International UK's income in the year included €1.2 million (2020: €0.2 million) receivable from DEC appeals. Of this €nil million was outstanding at 30 June 2021 (2020: €0.2 million).

The former CEO of PI Inc (to 31 May 2021), Anne-Birgitte Albrectsen, is the Board Chair of the International Civil Society Centre (ICSC), and the ICSC is therefore considered to be a related party. During the year €39,520 (2020: €46,698) was invoiced by ICSC to PI Inc to cover annual membership and support costs.

Plan International Canada is a core member of the Humanitarian Coalition and as such the CEO of Plan International Canada has a Board position. During the year €1.9 million (2020: €0.2 million) was received in grant income from this organisation. In addition, Plan International Canada paid a membership donation of €0.05 million.

17. Subsequent events

Subsequent events have been evaluated and there are no further matters to disclose not reported in these combined financial statements through to the date of signing.