Annual Report 2025

Solidarity in action

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Norwegian People's Aid



CPP – Training civilians in protection against landmines and explosives

Photo: Sean Sutton



Guya Scopas Bethuel, one of the founders of King Media, an independent media house in Juba, South Sudan

Photo: Ida Kroksæter

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Cover: Staff at Norwegian People's Aid's Syria office teach children about how to live with explosive risk outside the school in Yarmouk. Photo: Sean Sutton

Norwegian People's Aid
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Norwegian People's Aid is a membership organisation that was founded in 1939. We are the Labour movement's humanitarian organisation for solidarity, built on the same fundamental values: unity, solidarity and human dignity. Our value basis is rooted in equal rights for all, irrespective of gender, ethnicity, religion, sexual orientation, disability and social status. Norwegian People's Aid is committed to being a credible, fearless organisation that challenges power and injustice and adopts independent standpoints on the basis of knowledge and experience gained from practical work.

Our vision, **Solidarity in action** , characterises our work and dedication. Our work is based on solidarity – not charity.

The core activities of Norwegian People's Aid are divided into two main areas: Fair division of power and resources and Protection of life and health. Within this framework, we work both domestically and internationally.





Forsand and Strand local chapter training in the use of drones

Photo:Alf Bergin

Contents

Foreword 8

Statement of the Board of Directors 11

I THE ORGANISATION 12
II RESULTS FOR 2025 15
III INTERNATIONAL PROGRAMMES 16
IV PROGRAMME WORK IN NORWAY 19
V POLICY AND COMMUNICATION 21
VI INCOME AND MARKETING 23
VII COMPLIANCE, SAFEGUARDING AND CLIMATE, ENVIRONMENT AND SUSTAINABILITY 24
VIII PEOPLE AND TECHNOLOGY 28
IX EQUALITY AND INCLUSION 32
X OUTLOOK 33

Key figures 36

Financial overview 2025 38

Statement of Accounts 40

Notes to the Accounts 44

The Independent Auditor's Report 56

Foreword

2025 – a year of enormous change



Chair,
Norwegian People's Aid
Jan Olav Andersen

Photo: Ludvig Gundersen

2025 was a year in which the world was affected by brutal wars, the undermining of democracy, attacks on international law and insecurity surrounding established institutions and alliances. Both in Norway and elsewhere in the world at large, investments in defence, security and preparedness increased. While this will provide opportunities for strengthening our efforts in some areas, others may experience a leaner state of affairs.

In a time of great change around us, we have also made changes to adapt the organisation to a new reality.

Our headquarters has been reorganised, our international work has been given clearer focus, and support to our local chapters has been strengthened. We are changing so that we can continue to deliver professional and voluntary efforts to protect life and health, and to work towards fairer distribution of power and resources in the years to come. Those who depend on our work should be confident that we are efficient, focused, and quality-conscious in all areas.

In the course of the past year, Norwegian People's Aid has provided humanitarian assistance in some of the world's most serious crises. We have protected people and communities from mines and explosives in areas devastated by war and crisis. We have supported our civil society partners working under pressure from authoritarian regimes, poverty and conflict. In Norway, we have consistently contributed to the rescue service, and our local chapters have promoted democracy and inclusion in communities across the country.

The brutal war in Gaza, continuous bombing of civilian infrastructure in Ukraine, and the horrific civil war in Sudan have all left their mark on 2025. Paradoxically, the willingness to help through aid has diminished while needs have increased. The bombing of aid workers in Ukraine and the exclusion of humanitarian agencies in Gaza are ominous signs of a situation in which humanitarian efforts will face even more difficult conditions. After years of inhuman warfare and tremendous division under a highly repressive government, the fall of the Assad regime in Syria was a glimmer of hope in a dark time for the world. Norwegian People's Aid is present throughout the country, providing a combination of humanitarian work, mine and explosives clearance and support to civil society.

It has also been important for us to work politically to ensure that Norwegian authorities do their bit to promote respect for international law and human rights. We have also worked internationally to promote new rules and rights and protect those that already exist. At the same time, we are concerned about how several countries – including forces within our own country – have chosen to challenge the conventions intended to protect civilians from mines and explosives.

In Norway, we strengthened local preparedness, were active within first aid, search and rescue, and promoted democracy and inclusion through dedicated local chapters and volunteers. In 2025, a thorough in-depth analysis of the situation for our local chapters in Norway was carried out. This gave us a starting point for closer follow-up, better support of local elected representatives and volunteers, and more systematic work relating to recruitment and competence building. Priority was thus given to measures such as the establishment of geographical specialist teams, strengthening training courses and clearer support structures. These measures aim to make local chapters more robust and better equipped to fulfil their role in local communities.

2025 showed that preparedness is of greater importance in times of increased unrest, extreme weather and complex crises. We have therefore worked to clarify and

develop our role and position in national and local preparedness. Norwegian People's Aid is at the forefront of digital technology development in preparedness and will continue this exciting work in the years to come. It will also be important for us to work politically to ensure that promises of strengthening volunteer preparedness are kept and to secure a sound framework for volunteerism's place in Norwegian preparedness as a whole.

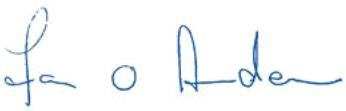
In a time of great change, Norwegian People's Aid is faced with both new opportunities and new challenges. The need for our efforts is greater than for considerable time, while the circumstances in which we must operate are unpredictable. 2026 may also present major, unforeseen events that will affect our work.

The reorganisation of head office initiated in 2025 was a necessary step in adapting Norwegian People's Aid to a more unpredictable financial and political environment. The change was implemented in the context of cuts in international aid, increased costs and more difficult operational conditions around the world. The aim was to increase efficiency, coordination and quality across the organisation. We have brought together our international work on mines and explosives, humanitarian action and support to civil society, in order to create the greatest possible results in the countries where we work. New structures, including in the areas of corporate governance, compliance and the consolidation of political advocacy and communications, have provided clearer lines of responsibility and a better basis for decision-making. Although the process has entailed demanding restructuring and staff reductions, it has laid a more robust foundation for further change work, prioritisation and risk management going forward.

2025 has shown us how important it is that organisations such as ours stick to our principles and values, continue to deliver voluntary and professional efforts, and work for political change. I am impressed by our ability and willingness to adapt when the world is changing and times are challenging. This work does not have a start or end point, it is a continuous process of change, and we will continue to maintain and strengthen our ability to adapt.

2025 clearly shows why there is a need for Norwegian People's Aid, and what we can achieve together for people and society when we stand strong and united around our values, around solidarity in action. This motivates us to work hard in the years ahead! On a personal level, I am grateful to be able to spend my time within an organisation whose values I share, with ceaseless commitment to international solidarity, justice, democracy, community and volunteerism. What we have in common is that we are people who want to make use of our time for the good of others, whether that concerns an avalanche in Norway or hunger in Sudan. Volunteerism creates a warmer society. It is a social value that we must protect and cultivate.

I wish to extend a large thank you to all our members, elected representatives, employees and partners in and outside Norway for the great effort you have made in 2025.



Jan Olav Andersen
Chair

Statement of the Board of Directors 2025

I THE ORGANISATION

Membership and local chapters

At the end of the year, the organisation had 14, 638 members divided into 112 chapters. 2,232 members were under the age of 26 (of which 1,871 count towards the amount of support from the Norwegian Ministry for Children and Equality).

New chapters and closures
No new chapters were established in 2025.

Membership growth

Norwegian People's Aid gained 1,823 new members and lost 2,064 members in 2025.
There was thus an overall decrease of 137 members in 2025.

The Transparency Act

The Act relating to enterprises' transparency and work on fundamental human rights and decent working conditions (The Transparency Act) aims to promote enterprises' respect for fundamental human rights and decent working conditions in connection with the production of goods and delivery of services. This means that Norwegian People's Aid must maintain an overview of the risk they have of violating human rights or affecting them negatively, make sure to implement necessary measures and provide information about these measures and how they work.

Norwegian People's Aid reports on the elements requested by the Transparency Act by means of our annual report. Norwegian People's Aid has ethical standards that have been set up to be in line with the Transparency Act.

Furthermore, we map our work and supply chains in relation to the risk areas covered by the Transparency Act. An account of this work is available on our website.

Liability insurance

Norwegian People's Aid has taken out liability insurance for the National Board and the Secretary General. The insurance covers personal and legal financial liability in connection with claims from third parties.

Composition and work of the Board of Directors

As of 31.12.2025, the Board of Directors had the following composition:

Chair:	Jan Olav Andersen
1st Vice-chair:	Hilde Nyutstumoen
2nd Vice-chair:	Harald Wisløff

Board members from the members' organisation
Kjersti E. R. Jenssen (Oslo)
Jorge Alex Dahl (Bergen)
Geir Nilsen (Moelv og omegn)
Eva Vassnes (Tromsø)
Ammal Ahmed Haj Mohamed (Kristiania)

Board member:	Cathrine Ertsås (Norwegian Union of Municipal and General Employees)
Board member:	Elisabeth Sundset (Union of Employees in Commerce and Offices)
Board member:	Mildrid Kvisvik (Union of Social Educators and Social Workers)
Social Policy Committee:	Halvor Ravn Holøyen (Kongsvinger and Eidskog)
Solidarity Youth:	Maria Louise Hundeide Godoy (Kristiania)
First Aid and Rescue Youth:	Synne Nordby Hvenekilde (Oslo)
Employee representative:	Magnhild Sofie Otnes
Employee representative:	Thea Mjelstad

Record of meetings

The National Board held four ordinary meetings and six extraordinary meetings.
The Executive Committee, comprising the Chair and the two Vice-chairs, held ten meetings.
The Audit Committee held five meetings. Norwegian People's Aid holds a General Assembly every four years; the next General Assembly is in the autumn of 2027.

Organisation Committee

Chair:	Leif Nieuwejaar
Member:	Stine Elisabeth Antonsen
Member:	Merethe Henriette Sætran
Member:	Stig Holmstrøm
Member:	Geir Thore Faarlund
Deputy:	Gunnar Ervik Johnsen

Audit Committee

Chair:	Aleksander Dyrnes
Member:	Liv Nesse
Member:	Terje Olav Olsson
1st deputy:	Ronny Fossen
2nd deputy:	Anne Olsen

Appeals Committee

Board to Norwegian People's Aid, Executive Committee

Chair:	Jan Olav Andersen
1st Vice-chair	Hilde Nyutstumoen
2nd Vice-chair	Harald Wisløff

Central First Aid and Rescue Committee

Chair:	Monica Nervik
1st Vice-chair:	Leif Johan Monsøy
2nd Vice-chair:	Tonje Naas
1st deputy:	Janniche Dagsland
2nd deputy:	Jørgen Einarsve Aunet
Chair of Central Youth Committee First Aid and Rescue:	Beate Hanstad Liberg

Appointed functions:

Leader, National Preparedness:	Arne Alsvik
Coordination:	Peter Harholt

Central Social Policy committee

Chair and representative to the Board:	Halvor Ravn Holøyen
Member and 1st deputy to the Board:	Eva-Lotta Sandberg
Member and 2nd deputy to the Board:	Odd Christian Juell-Hagen
Member:	Yngvild Kristensen
Member:	Malin Oredsson Bech
Deputy:	Kirsten Hasvoll
Deputy:	Karim Tahir

Administration

The Norwegian People's Aid head office is in Oslo. Raymond Johansen has held the post of Secretary General since 23rd October 2023 and took up the position on 1st January 2024.

Solidarity Youth National Board as of 31.12.2025

Chair:	Maria Louise Hundeide Godoy
1st Vice-chair:	Ida Avedal
2nd Vice-chair:	Sarah Taif
Board member:	Maria Hassan Abdallah
Board member:	Sri Sai Hariharan
Deputy to the Board:	Lana Minawi
Deputy to the Board:	Yousif Minawi
Observer:	Caroline Iglebæk

Central Youth Committee First Aid and Rescue as of 31.12.2025

Chair:	Beate Liberg
1st Vice-chair:	Synne Hegelstad
2nd Vice-chair:	Anniken Vinje
Committee member:	Damian Wulkiewicz
Representative to the Board:	Synne Nordby Hvenekilde
Deputy:	Mathias Emil Lundbye
Deputy:	Theodor Yelenik- Idsøe





II RESULTS FOR 2025

Financial highlights

The National Board has prepared the accounts for 2025 on the assumption that the organisation will continue to operate.

The annual accounts encompass the non-profit organisation known as Norwegian People's Aid, which is an organisation that does not have financial gain as its purpose. The annual accounts do not reflect the accounts of the local chapters.

The activities result for the year amounts to NOK -11.4 million, as opposed to NOK 20.6 million in 2024. Funds acquired last year amounts to NOK 1,664 million as opposed to NOK 1,801 million in 2024. The activities result of NOK – 11.4 million was allocated as follows: NOK 12.1 million to assets with externally imposed restrictions, NOK 0.6 million to assets with self-imposed restrictions, and NOK 24.1 million from unrestricted equity.

As of 31.12.2025 total assets amounted to NOK 356.3 million as opposed to NOK 367.7 million in 2024. Unrestricted equity as of 31.12.2025 amounted to NOK 307.8 million as opposed to NOK 331.8 million in 2024.

Cash flow from operating activities is positive by NOK 37 million, investment activities are negative by NOK 48.6 million while financing activities are unaffected.

Expenses related to purpose lie at the same level as previous years.

Norwegian People's Aid has invested part of its unrestricted equity in bond and share funds.

The annual accounts are drawn up on the assumption that the organisation will continue to operate.

III INTERNATIONAL PROGRAMMES

Norwegian People's Aid international work was brought together in a single international department in order to improve overall efforts and make better use of our focus areas in a larger part of the portfolio. The situation in autumn 2025 was that we only had one area of activity (mines or development cooperation) in 18 of the 33 countries where we have operations. The reorganisation has also ensured clear line management of field offices with three dedicated section leaders for the region, as well as continued specialist control and development through professional sections that work in a matrix organisation.

Humanitarian efforts

In 2025, we saw a worsening of the humanitarian consequences of the world's largest conflicts in Ukraine, Sudan and Palestine. Norwegian People's Aid maintained its presence and support of a resilient network of local partners, contributing food and protection assistance as well as access to other humanitarian services based on priority needs in the local community, including water and shelter. Norwegian People's Aid also responded to ongoing humanitarian needs in Syria, Mozambique, Myanmar, Lebanon, Iraq and South Sudan – our largest humanitarian programme – and supported rapid partner responses in Cambodia to the conflict that erupted on the border with Thailand in July.

Globally, we reached 798,799 people through food assistance programmes – including food distribution, cash transfers and livelihood support. Through our partners, we provided protection services to 164,410 people, including protection from sexual and gender-based violence and protection from the consequences of conflict, such as exposure to explosives. Furthermore, Norwegian People's Aid provided other humanitarian services to 236,868 people. Overall, we supported just over 1,200,000 people in need through our humanitarian work. Within the new NORAD Framework for Humanitarian Assistance that came into force in 2025, we established a fund to support local agencies in their humanitarian response, as well as pilot projects for integrated protection programmes.



Abu Fahed, grave-digger and purifier of the deceased, Syria Photo:Sean Sutton

Risks relating to humanitarian activity include the global reduction in humanitarian funding and increased competition for existing funds, including Norwegian funds. American DEI regulations (Diversity, Equality and Inclusion) are a clear red flag for Norwegian People's Aid. A further risk is that commercial enterprises are brought in to deliver humanitarian services – for example in Gaza – which limits the scope for humanitarian work that actually follows the humanitarian principles of humanity, independence, impartiality and neutrality.

Civil society and partnership cooperation

Norwegian People's Aid partners – over 250 partners in 20 countries – demonstrated the strength of organised civil society in 2025. They worked in the face of powerful headwinds in the shape of authoritarian leaders, war and insecurity. In Sudan and Palestine, the brutal war placed people in extreme danger and limited the scope of action. The partners responded by standing together, taking care of each other and protecting women in particular from violence, while simultaneously pressing for peace negotiations and a ceasefire. This readiness does not always make the headlines, but is a crucial glue in a society facing crisis. In Syria, the long-term work to strengthen civil society organisations has achieved results, and they are now influencing post-war development and working actively against extremism.

Authoritarian winds directly affect civil society. In 2025, civil society organisations both underwent persecution and were challenged by legislation aimed at controlling them. They nevertheless managed to maintain their information and human rights work in extremely uncertain situations. In Colombia, local communities, who play an important role in food production and the protection of nature and the environment, gained important land rights during the year. Many local communities are pressured by corporate interests for access to minerals and natural resources, and we have helped in terms of legal support. Our partners have worked to ensure that 28 companies in South Africa, Mozambique, Cambodia and Zimbabwe enter into and respect agreements with local communities. The efforts of Norwegian People's Aid have been important in maintaining the work and helping the organisations survive under difficult conditions. In 2025, we committed NOK 431,420,594 to the work of strengthening civil organisation in pursuit of a fair distribution of power and resources.



Emergency aid to Gaza Photo: MA'AN Development Center

Humanitarian mine action and explosives clearance

In 2025, Norwegian People's Aid mine and explosives clearance programmes cleared 34,615,390 sq. m. in 15 countries. 31,169 mines and other undetonated explosives were removed and destroyed in these clearance operations. Norwegian People's Aid programmes in the form of more traditional mine clearance are expanding in Ukraine and Syria, as well as being extended to the safe handling of weapons and ammunition, which is a priority area. Syria in particular looks set to have such a programme in place during 2026. In Ukraine, we are in a strategically good position to increase our efforts in this area if a peace or long-term ceasefire agreement is reached.

2025 was a challenging year for Norwegian People's Aid mine action and disarmament activities. The US aid freeze at the beginning of the year led to large parts of the portfolio having to be suspended at very short notice. Fortunately, most of our US-supported projects were fairly quickly granted exemptions from the general aid freeze and were able to resume normal operations after about a month. In the end, only the projects in Angola, Tajikistan and Afghanistan were cut off from US funding, while the programme in Iraq was significantly reduced.

Mine and explosives clearance work is greatly needed in the Horn of Africa and Norwegian People's Aid is in the process of planning and preparing for increased presence and operations in this area. There are similar needs in Afghanistan, where Norwegian People's Aid plans to start with capacity building for the national mine authorities and, hopefully, to work in partnership with local mine clearance organisations that lost all financial support after the US discontinued its activities there.

Uncertainty surrounding the possibility of continued US funding will have a profound impact on the affected the programmes until the issue is resolved. This could also translate into operational risk, as many of our employees will fear for their jobs. There is then a danger that key personnel will seek employment with other organisations, and that Norwegian People's Aid could lose their expertise. This, combined with the fact that some of our mine and explosives clearance programmes are already struggling to recruit well-qualified specialists, leads to an increased risk of accidents and lower quality of work delivered.



IV PROGRAMME WORK IN NORWAY

In 2025, Norwegian People's Aid programme work in Norway contributed to strengthening local preparedness, inclusion and democratic participation in a time characterised by increasing unrest, polarisation and social differences. Through their strong local presence, the organisation's local chapters have proved key players in social preparedness and served as important meeting places for community, participation and solidarity.

Our local chapters have further developed their work with international solidarity, including through a broad commitment to Palestine and extensive social inclusion activities aimed at refugees and immigrants. These activities help participants become familiar with Norwegian social and organisational life, and are of great importance to the development of belonging, security and local participation. Over the year, more than 6,000 children, young people, adults and seniors have participated in such activities. The Women Can courses, carried out in collaboration with local municipalities and minority networks, have provided women with important arenas for networking and increased security. Our volunteers have additionally arranged activities for children at asylum reception centres in collaboration with UDI (The Norwegian Directorate of Immigration).

Norwegian People's Aid places great emphasis on ensuring that voluntary activity is safe, inclusive and responsible. Many of our work is aimed at people in vulnerable situations, and we have therefore worked systematically to strengthen competence within psychosocial preparedness and safe volunteerism. The central course weekend was held for the third year in a row, with participants from all over the country. Courses in activity management, international solidarity, Women Can and the newly developed Spokesperson Course have strengthened our members' empowerment and self-confidence in the face of an increasingly demanding public discourse. These course activities form an important part of the organisation's democratic preparedness.

In parallel, the Organisational Development Section has worked purposefully on recruitment, member development, training of elected representatives and strengthening support structures for volunteers. An important foundation has been laid for increased member recruitment and more systematic follow-up, as well as for a possible independence process for Solidarity Youth. Solidarity Youth has been a visible social participant in 2025, with considerable activity and increased organisation building.

2025 has also been a year of transition characterised by reorganisation within local emergency preparedness and volunteer efforts. The establishment of geographical specialist teams, mapping discussions with local chapters and the launch of a new education plan for emergency preparedness resources have laid the foundation for more robust, consistent, future-oriented support for local activity. At the same time, Norwegian People's Aid has delivered a safe, reliable rescue service with approximately the same number of assignments as the previous year. Storm Amy and several long-term search operations highlighted the high professional quality and endurance of volunteers. The year has also been used for thorough capacity and vulnerability analyses, which provide an important knowledge base for further developing and strengthening the rescue service in the years to come.

No chapters were either established or closed during 2025. The number of chapters as of 2025 is 112. The rescue service had 500 operations in 2025.

Overall, 2025 saw Norwegian People's Aid strengthen its foundation for further growth, development and social resilience in Norway.

Norwegian People's Aid First Aid and Rescue Youth

Focusing on the local chapters, 2025 saw continued efforts to strengthen the activities of NPA First Aid and Recue Youth. A survey conducted in January 2025 showed that in the spring of the year there were 19 active youth groups and 3 in the start-up phase. At the same time, the need for better guidance and support for new groups and adult leaders was specified. National and regional meeting places were arranged throughout the year, with planned activities such as winter gatherings, a professional conference, a summer camp and an adult leader gathering. The summer camp was arranged from June 30 to July 6 at Tonstadli in Sirdal, with 33 young people from 11 local chapters. Subsequent evaluation consistently shows very good feedback, not least relating to the social environment and satisfaction with the leaders.

Norwegian People's Aid Solidarity Youth

Solidarity Youth can look back on a great annual meeting period with Democracy under Pressure as the main topic. In this connection, dialogue workshops and a rather unusual debate with youth politicians were held during Arendal Week. In 2025, Solidarity Youth has been visible, both locally and nationally, with several media reports, appeals, panel discussions and podcast participation. During the year, several of our elected representatives have participated in major conferences, as well as met some of our international partners. We have also strengthened our collaboration with political youth organisations and the Labour movement.



Voluntary crews train in patient evacuation. Photo: Ida Kroksæter

V POLICY AND COMMUNICATION

Communication

The world also affects Norwegian People's Aid communication work. The situation in Gaza, the new US rules for aid activities, a major embezzlement in Lebanon, work to support the Mine Ban Treaty and the questions relating to fund investments were some of the more demanding issues in 2025.

At the same time, a lot of work has been done to highlight the important work being done on the ground in Norway and in the more than 30 countries where Norwegian People's Aid operates. The changes in Syria, for example, gave us an opportunity to highlight the excellent work carried out by our partners in the country, as well as Norwegian People's Aid explosives clearance work. During the year, a new department for policy and communication was established, merging the communication section with a new policy section. The aim is to better coordinate the work on political influence and visibility, so that the organisation can achieve greater political impact. 41 press releases were issued in the course of 2025, resulting in 582 media reports. In total, Norwegian People's Aid was mentioned in 4,475 editorial reports. 24 % of these were published in national media, contributing to a total potential audience of 570.7 million readers, viewers and listeners. The fact that 20 % of the mentions had high visibility means that Norwegian People's Aid helps set the agenda in the media in many cases. In social media, we have increased our reach significantly. The number of followers for the Norwegian People's Aid Facebook and Instagram accounts and the Secretary General's channels collectively increased by 73%, from 2,539 to 4,386. The indicators also point upwards for views and engagement. This growth is owing to increased activity and visibility in the Secretary General's channels in particular, but Norwegian People's Aid social channels generally enjoyed an upward trajectory. Surveys show that the reputation of Norwegian People's Aid remains very good. We are also doing very well in relation to awareness. 62 % of the population knows about Norwegian People's Aid – this is more or less unchanged from last year. Attention relating to the organisation achieved a small increase – to 37 %.

Political advocacy

In 2025, the organisation's political advocacy resources were consolidated into one section for better coordination and greater impact. Through dialogue with decision-makers and participation in public debate and treaty processes, we raised issues of humanitarian disarmament, locally-led humanitarian response, protection of civilians, and responsible business. Particular emphasis was placed on Palestine, Sudan, and Syria, the ethical framework for the Government Pension Fund Global, countries withdrawing from the ban on antipersonnel mines, and nuclear weapons-related risks.

The Labour movement

LThe Norwegian Confederation of Trade Unions (LO) is our natural partner. This is borne out in our long-term cooperative agreements with the Norwegian Union of Municipal and General Workers (NUMGE), the United Federation of Trade Unions, HK Norway, Styrke, the Norwegian Civil Service Union, the Electrician and IT Workers' Union, the Norwegian Union of Social Educators and Social Workers, NAF, the Norwegian Food and Allied Workers Union, the Norwegian Officers' and Specialists' Union, the Norwegian Seafarers' Union and the Norwegian Union of Railway Workers. A number of these, and some of the federations' counties and associations, have additionally employed their own mine dogs, either through training at the mine dog centre in Sarajevo or working in countries such as Ukraine, Cambodia and Iraq.

The cooperation agreements contribute important financial support, political influence on issues where we stand together, committed members and elected representatives. Five of the unions have chosen to maintain their own ambassador corps in order to promote visibility and engagement within the member organisation. The largest and most extensive collaboration is the agreement with the Norwegian Confederation of Trade Unions. They have 16 ambassadors and an active project alongside Norwegian People's Aid to end Norwegian investments that profit from the Israeli occupation of Palestine.

Several gatherings have been held where the associations with ambassadors in particular have met for team meetings with the partner organisations that are supported in the agreements. Project trips are also arranged as part of a collaboration. One such project trip in 2025 was undertaken by ambassadors from the Norwegian Union of Social Educators and Social Workers when they travelled to South Africa. A number of associations have also made shorter trips to the mine dog centre in Sarajevo to meet and observe their own mine dogs in training.

2025 saw three major national conferences held at which the existing cooperation agreements were extended and financial support increased. The Norwegian Food and Allied Workers Union continued its partnership in Cuba and El Salvador, as did Styrke in South Sudan and South Africa, while NUMGE extended its long-term cooperation in Lebanon and Palestine. They also included Ukraine as a new country in the agreement.

Our attendance at the LO Congress was important for both making our work visible and recruiting new members. All LO affiliated unions are collective members of Norwegian People's Aid and their membership fees make a considerable financial contribution to our work. Some collective members are also individual members and participate actively in Norwegian People's Aid local chapters.

Our partnership with LO not only encompasses financial support but also cooperation, centrally and regionally, on individual cases and various projects. One of these is "Resistance", in which we work actively together to build democratic, safe workplaces and local communities free of racism and fascism.

2025 was marked by war in Sudan, Ukraine and Gaza and we have received extra financial support from the labour movement for our work in these countries. NUMGE's fundraising for Palestine has now been a major solidarity contribution for the second year in a row.

During this year's Christmas campaign, the giving of gifts and the purchase of our symbolic cards provided much-needed support to mine clearance and our work to save lives in Gaza.

Our joint May Day campaign – "People change the world" – highlighted Norwegian People's Aid partners who fight for human rights and democracy. The fundraiser received strong support from grass roots members, branches, associations and departments, raising NOK 1 million and achieving excellent visibility.

VI INCOME AND MARKETING

Marketing efforts throughout the year have largely focused on recruiting new regular donors, increasing donations and developing a comprehensive loyalty programme for all donors. This work has contributed to good growth in the Private Donors section, both in the number of new regular donors and in revenue from various fundraising activities. Increased, targeted presence in digital and traditional marketing channels has strengthened the organisation's visibility and supported budget targets. The conflict in Gaza has also triggered significant engagement in the target group, which has resulted in increased support for the programmes in Palestine. The number of regular donors at the end of 2025 was 24,949. Looking forward, strengthening the market is an important objective in the overall strategy. Work to increase support for our activities continues through strong investment in recruiting regular donors and further developing loyalty programmes. Where risk is concerned, major international unrest puts additional pressure on the media window, drawing attention away from humanitarian crises. There is also a risk that the current high cost of living may affect people's capacity to make donations.



Mine detection dog Hanki visited Oslo and the LO Congress at Youngstorget. Together with his handler, Mudo, they demonstrated how to look for explosives to Norwegians.
Photo: Hilda Klaveness

VII COMPLIANCE, SAFEGUARDING AND CLIMATE, ENVIRONMENT AND SUSTAINABILITY

Compliance

The Compliance team continued to work on strengthening compliance with laws and contracts, as well as addressing challenges in areas such as privacy, international sanctions, anti-terrorism legislation, and anti-money laundering. Two major events impacted the entire organisation in 2025: the freeze of US funds in the first quarter and the restructuring of the Oslo head office throughout the rest of the year. The Compliance team supported the leadership team and Task Force work in assessing new US DEI requirements. A thorough assessment was needed as to how the organisation should respond to requirements that could challenge our principles and operational scope. The Compliance team assisted the management team in developing an approach that secured both legal compliance and our own values. The Compliance team also continued the strategic dialogue on the consequences of sanctions and anti-terrorism legislation with authorities and like-minded organisations, through meetings and the exchange of information. Capacity building and training of employees in country offices and at head office continued, with a focus on sanctions-screening to strengthen the country offices' responsibility and streamline the process. A key structural change resulting from the reorganisation is the creation of a new professional unit for corporate governance and compliance, which provides a more comprehensive framework for addressing responsibilities related to corporate governance, internal control and compliance. One of the two lawyers who were part of the previous Compliance team left before the new structure was in place, and the other took out leave later in the year. The new unit consists of professional resources within legal compliance, anti-corruption, safeguarding and sustainability.

In 2025, 15 new cases relating to financial irregularities and corruption were opened. The most serious case was embezzlement at the Norwegian People's Aid office in Lebanon. Employees at head office discovered the embezzlement in October, and separate investigations were immediately launched. The case was reported to the National Authority for Investigation and Prosecution of Economic and Environmental Crime (Økokrim).

A total of NOK 35 million from the office's funds was embezzled over a period of two years. Two employees at the Beirut office have been dismissed. The embezzlement occurred through forged documents and the abuse of positions and powers of attorney that gave access to funds through local banks. The case is extremely regrettable and illustrates why cleaning up and continuing preventive work through good risk management and anti-corruption will be a priority going forward.

A public annual report on Norwegian People's Aid anti-corruption work is published on our website. We hope that openness about our affairs and work in this field will help both us and others to learn from our mistakes and build trust.

With democratic values and the rule of law under pressure all over the world, Norwegian People's Aid is positive about the government's new guide for Norway's international efforts against corruption. Many of our programme countries are affected by war, crisis and conflict, and are therefore way down on Transparency International's corruption index. Corruption is part of the problem complex, and in addition to keeping our own house in order, we must also take responsibility for raising awareness among our partners, suppliers and stakeholders.

In the fight against corruption, it is important that the means of doing so are effective. Zero tolerance is a principle that is also reflected in Norwegian People's Aid policy. However, over the years, we have found that this principle has had some unreasonable consequences, such as double repayment in the event of a breach, and this has probably contributed to the threshold for reporting becoming higher. NORAD's new guidelines for practicing the zero tolerance principle take the criticism from civil society into account and the rules have been adjusted so that it is now possible to repay projects. Greater emphasis is also being placed on control responsibility.

Safeguarding

The Norwegian People's Aid Safeguarding Policy (for protection from sexual exploitation, sexual abuse and sexual harassment) is a central part of the ethical guidelines that our employees and other representatives must follow. The policy describes the strict standards we set to help prevent sexual violence and abuse of power in our operations, and how Norwegian People's Aid will respond when it occurs. Violations of the Safeguarding Policy represent some of the most serious abuses of power that can occur in aid organisations.

A total of eight safeguarding cases were reported to Norwegian People's Aid in 2025, ranging from reports of sexual harassment to unreported relations in management lines. This represents a decrease compared to the number of reported cases in recent years, and is a strong indicator of the confidence our organisation has in following up on such sensitive complaints.

Work continued in 2025 to strengthen our policy framework, with a particular emphasis on identifying barriers to reporting and strengthening NPA's approach to complaints management in general. A significant portion of our security work during this period was spent on strengthening NPA's Complaints and Feedback Mechanism (CFM) for communities and beneficiaries. A new guideline and tools were developed and tested during 2025 to suit each of NPA's programme types, with a view to completing the roll-out of the enhanced CFM in the first half of 2026.

The work to simplify and unify all internal complaints systems and procedures has been carried out in parallel with the work undertaken to improve complaints mechanisms for people outside the organisation. Above all, it should be easy and safe to submit feedback and complaints to our organisation.

Climate, environment and sustainability

Climate, environment and sustainability comprise an important priority for Norwegian People's Aid, through our strategy, external commitments and values. The Norwegian People's Aid climate and environment policy commits us to work actively to reduce our negative climate and environmental footprint, while strengthening our positive contributions in the countries where we are present. We will be undertaking analysis to better understand how climate change and environmental degradation affect the people we work with and for, and will carry out our further work on the basis of this analysis.

- In 2025, we continued to strengthen our organisational work on climate, environment and sustainability. We have initiated work to identify long-term climate goals for Norwegian People's Aid, which will be broken down into sub-goals in turn to provide direction for greenhouse gas reduction efforts. Work on the adopted action plan for climate and environment (2024–2027) continues.

- The action plan is an important governing document, and anchors responsibility broadly

within the organisation. Among other things, the action plan includes emissions reductions for the organisation through, for example, energy efficiency, green energy transition and reductions in travel. It also includes goals for increased cooperation and dialogue with local communities, national authorities and other actors in the climate and environmental field, work towards sustainable operations in our supply chains, and training and skills development among employees and volunteers.

- Our head office in Oslo is certified under the governmental Eco-Lighthouse scheme, which strengthens our systematic sustainability work.

- We work continuously to ensure that Norwegian People's Aid country offices put climate, environment and sustainability high on the agenda, in line with our policy, strategy and donor commitments. The Green Office Tool, which is part of our environmental management system, helps identify important climate and environmental data in the countries where we work and in our programmes, and serves as a tool to assess and manage risks related thereto.

- Norwegian People's Aid is a key driver in ensuring that climate and environment are higher on the agenda in the mine-clearance sector. We took the initiative to revise the international technical environmental standard for mine-clearance work to include climate risk. We also launched the Green Field Tool, a climate and environment analysis tool that we have made available to the humanitarian mine-clearance sector in 2025. Roll-out among our mine-clearance programmes began in 2025 and will ensure that we understand environmental and climate risks in the communities we work in, that our mine-clearance operations reduce environmental impact and that we adapt to climate risk.

- This is important because we work in countries and areas affected by conflict and the ongoing climate and nature crisis. This affects the communities we work in and our programmes. A number of our partners work globally on climate and environment issues, and we support projects for climate adaptation and climate-smart agriculture.

- Climate accounting: An important part of our climate work is to increase understanding of how we affect the climate. Our climate accounting provides an overview of our greenhouse gas emissions and helps us identify areas where we can reduce our emissions, not least where the potential for improvement is greatest.

Scope	Category	tCO_2[K
Scope 1 (+3)	Generators	938.26
Scope 1 (+3)	Fuel for vehicles and machinery	3506.52
Scope 2 (+3)	Purchased electricity	855.94
Scope 2 (+3)	District heating	20.06
Scope 3	Travel (flights)	3290.16
Scope 3	Financial support to partners	5011.93
Scope 3	Goods and services: insurance, textiles and clothing	628.87
Scope 3	Office supplies	298.80
Scope 3	Purchase of new vehicles	914.93
Scope 3	Fixtures and furniture	196.73
Scope 3	IT equipment	329.79
Total emissions		15991.99

*NB: Minor adjustments to individual figures may occur after revision, but the overall picture and the main figures still provide a precise and representative expression of the climate footprint.

- This climate account is drawn up in accordance with the GHG Protocol, which is the most widely used standard for reporting on climate accounts. Emissions are divided into “Scope 1, 2 and 3”.

- The total climate footprint for Norwegian People’s Aid amounted to 18,271 tonnes of CO2 equivalents in 2024. This methodology for calculating emissions started in 2022, and our total emissions have increased since that time. However, adjusted for the organisation’s growth, emissions per full-time employee have been virtually stable, with an increase of only 0.3 %. The climate account provides a solid foundation for targeted measures and further work to reduce emissions. The completion of the organisation’s climate targets for 2030 and 2050 will represent important milestones in this work.

VIII PEOPLE AND TECHNOLOGY

Norwegian People's Aid works systematically for an inclusive working environment. This work is led by the Working Environment Committee (AMU), where representatives from management, employees and the chief safety representative participate. Expat Union is consulted on matters affecting international employees. The HR department and the security staff collaborate on areas of responsibility related to HSE, while the management group assumes overall responsibility. We have established an AKAN committee subordinate to AMU to prevent and manage substance abuse and addiction problems. MDCO is the occupational health service for Norwegian People's Aid and offers advice within HSE, as well as health checks and psychological services. Annual safety rounds and ergonomic inspections, and monthly fire inspections, are carried out routinely. The senior HSE advisor, the safety representative and the switchboard manager participated in a one-day course at Firesafe in fire safety management and fire prevention. In addition, Norwegian People's Aid uses International SOS (ISOS) for global assistance within safety and health, including provision of psychological support.

In 2025, AMU contributed to the development of a joint risk assessment system, which includes clearer reporting requirements for risk factors within HSE in Norway and globally. This could include, for example, bullying, violence, sexual and other harassment, discrimination, substance abuse, stress, trauma, and more.

We have revised the content of the personnel handbook and changed its name to the Employee and Manager Handbook. In 2025, many employees in the HR and IT sections worked full-time on the implementation of 'Soliday'. Soliday is our new HR system that will help standardise, streamline and modernise global HR processes in the organisation in a safe and efficient manner. We expect to complete the implementation during the second quarter of 2026.

A new procedure called "Fit for travel" has been introduced at head office. Employees must now complete a mandatory health check with MDCO before traveling to a high-risk country, as defined by ISOS. We have also introduced the "Procedure for Protection of Maternity Employees in High-Risk Work Environments (NPA)", which will protect pregnant employees or mothers globally who work in high-risk occupations such as mine clearance. The aim is to safeguard their health and prevent discrimination in the workplace.



Local inclusive working environment agreement (IA agreement)

In 2025, we established a local IA agreement to ensure a safe and inclusive working environment. The agreement emphasises the prevention, facilitation and follow-up of sick leave in line with national IA goals and sets out our HSE goals:

1. We shall be a safe and inclusive organisation.
2. Avoid injuries and accidents.
3. Ensure a balanced workload for achieving low sick leave.
4. Reliable, established systems for deviations and reporting.
5. Sound knowledge of HSE work among all employees in the organisation.

Reorganisation and downsizing

In 2025, owing to a number of factors including a decrease in financial support, global unrest and high inflation, Norwegian People's Aid had to reduce the number of employees. The process was carried out as quickly as possible to avoid too much uncertainty for employees over a longer period. Reductions in the number of employees were largely managed through voluntary termination. Implementation of the new structure started in August, and we are now working on adjusting and changing work processes and working methodology. This work is to continue in 2026.

Security, preparedness and crisis management

Norwegian People's Aid global security work has been characterised by uncertainty and a lack of structure. A survey was therefore carried out, in which the need for improvements to ensure the safety of employees and the organisation's reputation were identified. The following measures were consequently initiated:

- The security section has been increased from one to two employees.
- Advansia's risk assessment identified several vulnerabilities at Norwegian People's Aid, and measures to deal with this are included in the security strategy for 2026.
- Leaders and country offices have begun training in crisis management. This will be followed up with additional training and education in 2026.
- Head office has established a new system for safer travel to high-risk areas, including a new "Fit for travel" procedure.

The security situation in 2025 was generally challenging, and the Security Section spent a great deal of time supporting the country offices through various crises throughout the year.

Whistleblowing

All employees at Norwegian People's Aid must sign and follow our ethical guidelines, and it is expected that violations are reported. We use an external whistleblowing system from EQS, through which it is possible to report anonymously. In connection with the reorganisation of head office, it was decided that standardised systems and routines for handling all incoming whistleblowing should be developed. A group with responsibility for sorting and distributing incoming whistleblowing and complaints was established as part of this work. The group consists of professional resources in the new unit for business management and compliance, and HR. The purpose is to contribute to more efficient, coordinated follow-up of incoming whistleblowing in the organisation.

Employees and full-time equivalents

In 2025, we launched Soliday, our new global HR system. From January 2025 to the end of April 2026, we worked on implementing and adapting the system to the needs of the organisation. The transition from Visma at Head Office and different solutions in the international portfolio, often Excel spreadsheets, made it challenging to ensure correct employee data during the implementation phase. There thus follows below an overview of employees in our programme countries as of June 7, 2026, where Soliday provides us with a comprehensive overview of employees per country.

Country	Total no. employees
Laos	1, 020
Ukraine	448
Vietnam	403
Iraq	341
Norway	165
Cambodia	136
Zimbabwe	118
Lebanon	93
Syria	89
South Sudan	87
Angola 71	71
Bosnia and Herzegovina 35	35
Palau	34
Kosovo	31
Tajikistan	28
Thailand	27
Yemen	25
Mozambique	22
Palestine	11
Peru	10
Afghanistan	8
Ecuador	8
Rwanda	8
Jordan	7
Kenya	6
South Africa	3
Cuba	2
Guatemala	2
Bolivia	1
El Salvador	1
Total	**3, 240**

Sick leave

Up until 2025, the HSE senior advisor manually prepared quarterly sick leave statistics for each department. From 2026, managers and HR will have access to a dashboard in Soliday that provides updated information on employees with sick leave or other absence in real time. Sick leave increased by 0.77 % from 2024 to 2025. The average for 2025 was 5.27 %. The increase in the third quarter may be attributed to the fact that we had just completed the reorganisation and downsizing process. We were thus slightly above the target of 5.1 % sick leave in the IA agreement for 2025..

Quarterly sick leave in percentage for employees in Norway

1	2	3	4
5.4	4.3	7.9	3.5



Marita Solberg from Norwegian People's Aid Horten attending a course. Photo: Ida Kroksæter

IX EQUALITY AND INCLUSION

Norwegian People's Aid works systematically to promote diversity, equality and an inclusive working environment in Norway and globally. Our values of unity, solidarity and human dignity provide direction, and equality shall permeate all our programmes.

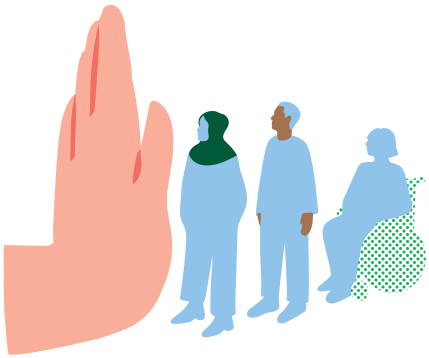
In 2025, we have, among other things, implemented leadership development programmes at head office, clarified our key competencies of *accountability, openness, trust and integrity* for employees, organised workshops on safe culture and a climate for expression, carried out various acknowledgments for diversity and equality, and developed procedures for equality.

Read more about how Norwegian People's Aid works in this area in the Equality and Diversity Report 2025 on our website folkehjelp.no

In 2025, the section for organisational development delivered on the organisation's strategic goals of growth, development, strengthened volunteer support and training of elected officials. The year's work focused particularly on recruitment and membership, organisational training, and the further development of structures and systems that will make both volunteers and elected officials better equipped to succeed.

The work of building support structures for a possible independence process for Solidarity Youth was prioritised, with proposals for both an organisational and financial framework, in line with the National Assembly decision and the Board's progress plan. The section has also further developed the 'Member Journey', with improved routines for member care, follow-up and measures based on findings from drop-out surveys. The work of recruiting more members has also started. This is being carried out as a comprehensive effort across all specialist areas and sections, and has laid the foundation for more systematic efforts at member recruitment and long-term membership.

The section was also responsible for running the 2025 Leadership Conference, a large annual event that provides an important framework for the organisation's strategic discussions and leadership development. In parallel, targeted work has been carried out on the development of a basic package for organisational training that will ensure better structure, quality and implementation of courses for elected representatives and local chapters. Part of this is the development of a podcast and action cards for local chapters within 'Trygg Organisasjon', which will help representatives handle conflicts and difficult situations in local chapters through increased knowledge of leadership, conflicts and conflict management.



X OUTLOOK

Norwegian People's Aid ended 2025 with a negative activity result for the first time in many years. The result is burdened by a loss related to the embezzlement at the country office in Lebanon. Funds acquired fell by NOK 136 million from 2024. The Board views this as in line with expected changes in our operating conditions, not as an expression of declining programme quality. This emphasises the importance of taking action to meet changes in our environment, so that we can continue to be a relevant agency delivering important results for people and society.

The global aid situation

In April 2026, the OECD published preliminary figures showing that global official development assistance (ODA) fell by 23.1 % in 2025. This is the largest annual decline in ODA history and the second consecutive decline after five years of growth. ODA is now back to 2015 levels. Humanitarian aid fell by 35.8 %, and core development aid, excluding refugee costs, humanitarian assistance and debt relief, fell by 26.3 %, the largest decline ever in this category. The OECD projects a further decline of 5.8 % in 2026, without adjusting for the additional burden resulting from the ongoing crisis in the Middle East.

In the Board's assessment, this is not a cyclical correction. It was the first time ever that the five largest donor countries all reduced their aid in the same year. Driving forces such as increased defence budgets, domestic political pressure against traditional aid, and geopolitical shifts in the purpose of aid are rooted in political choices in donor countries that will not be reversed quickly. The Board appreciates that Norway is one of the few countries that adheres to, and exceeds, the OECD's 0.7 % target for aid. At the same time, we note that neither is Norwegian aid unaffected. Humanitarian aid and the Africa programmes have been cut in the 2026 budget, and future frameworks will be shaped by the ongoing review in Project Turning Point, where a report to the Storting is expected in 2027.

Uncertainty related to US funds

The most acute uncertainty in the financial statements relates to the US PHFFA provisions, which came into force in February 2026 and impose requirements that are – legally and in relation to our values – incompatible with the purpose of Norwegian People's Aid purpose as a Norwegian non-profit organisation. The Board thus decided to seek an exemption from the relevant provisions. The outcome was not clarified at the time of the financial statements. The affected portfolio is significant. The Board and administration are prepared to respond to different scenarios and will provide ongoing information to relevant bodies as the situation is clarified.

Adjusting to a new reality

The Board has assumed that the organisation must adjust the expenditure basis to a lower, more unpredictable income level. The reorganisation of head office in 2025 was a necessary first step. Work on further structural adjustments to ensure long-term sustainable operations is under way and will inform the organisation's priorities in 2026 and 2027. This is a planned restructuring aimed at preserving full delivery capacity on our core mission.



Mine clearance in Mykolaiv; Maria and mine detection dog Zmaj at work

Photo:Andre Kjærnsli

Assessment of the Board

The Board assumes continued operations. The organisation has equity that provides real room for manoeuvre for necessary restructuring, and our programmes – mine clearance, humanitarian assistance, civil society support and domestic emergency preparedness – are both in demand and fully acknowledged. For more than 85 years, Norwegian People's Aid has demonstrated the ability to navigate in demanding circumstances without abandoning its core mission. It is the Board's firm conviction that the organisation will do so again.

The need for solidarity in action has not become any less.

Oslo, 15. 06. 2026

Jan Olav Andersen
Chair

Hilde Nyutstumoen
1st Vice-chair

Harald Wisløff
2nd Vice-chair

Kjersti E.R Jenssen
NPA Oslo

Jorge Alex Dahl
NPA Bergen

Geir Nilsen
NPA Moelv

Eva Vassnes
NPA Tromsø

Ammal Ahmed Haj Mohamed
NPA Kristiania

Cathrine Ertsås
NUMGE

Elisabeth Sundset
HK Norway

Mimmi Kvisvik
FO Norway

Magnhild Sofie Otnes
Employee representative

Thea Katrin Mjelstad
Employee representative

Monica Nervik
Central First Aid and Rescue Committee

Halvor Ravn Holøyen
Central Social Policy Committee

Sarah Taif
Solidarity Youth

Synne Nordby Hvenekilde
First Aid and Rescue Youth

Raymond Johansen
Secretary General

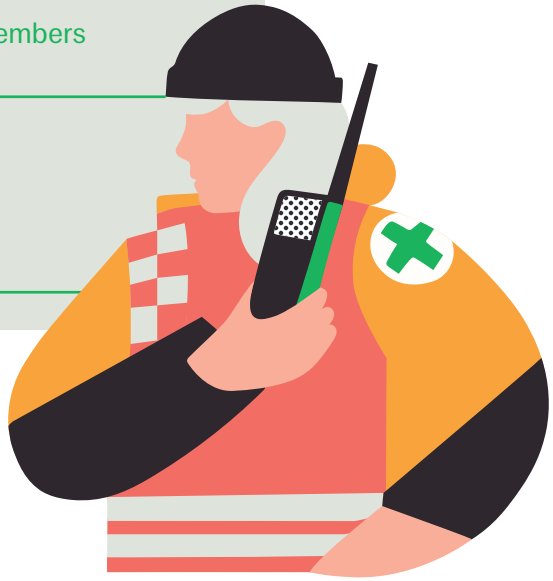
Key figures

Search and rescue

500
search and rescue missions

2000
volunteer crew members

70
rescue groups



Social policy

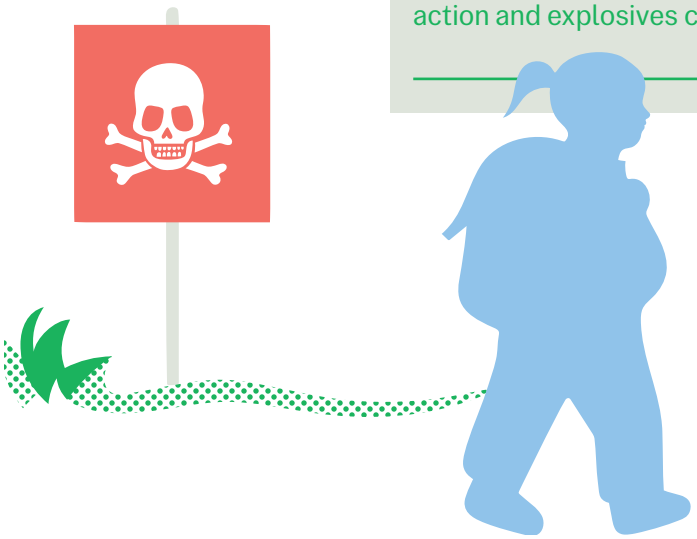
6000
people have participated in local chapters' activities

Humanitarian mine action and explosives clearance

125,000,000 m^2
of land freed of mines

31,169
explosive items cleared

440,000
people benefitted from our mine action and explosives clearance





Humanitarian efforts

1,200,000
people supported through our humanitarian work

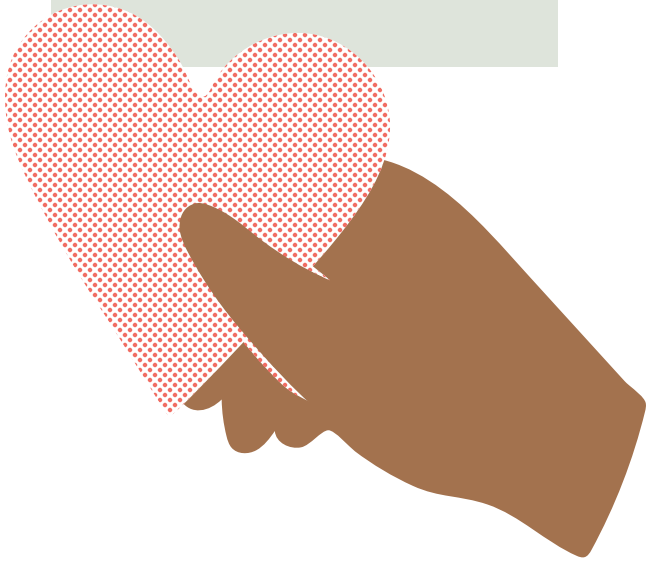
798,799
people supported through our food aid programmes

250
partners

Protective services to
164,410
people: protection against sexual and gender-based violence; protection against the consequences of conflict, such as exposure to explosives

Regular donors

Number recruited in 2025
17,062

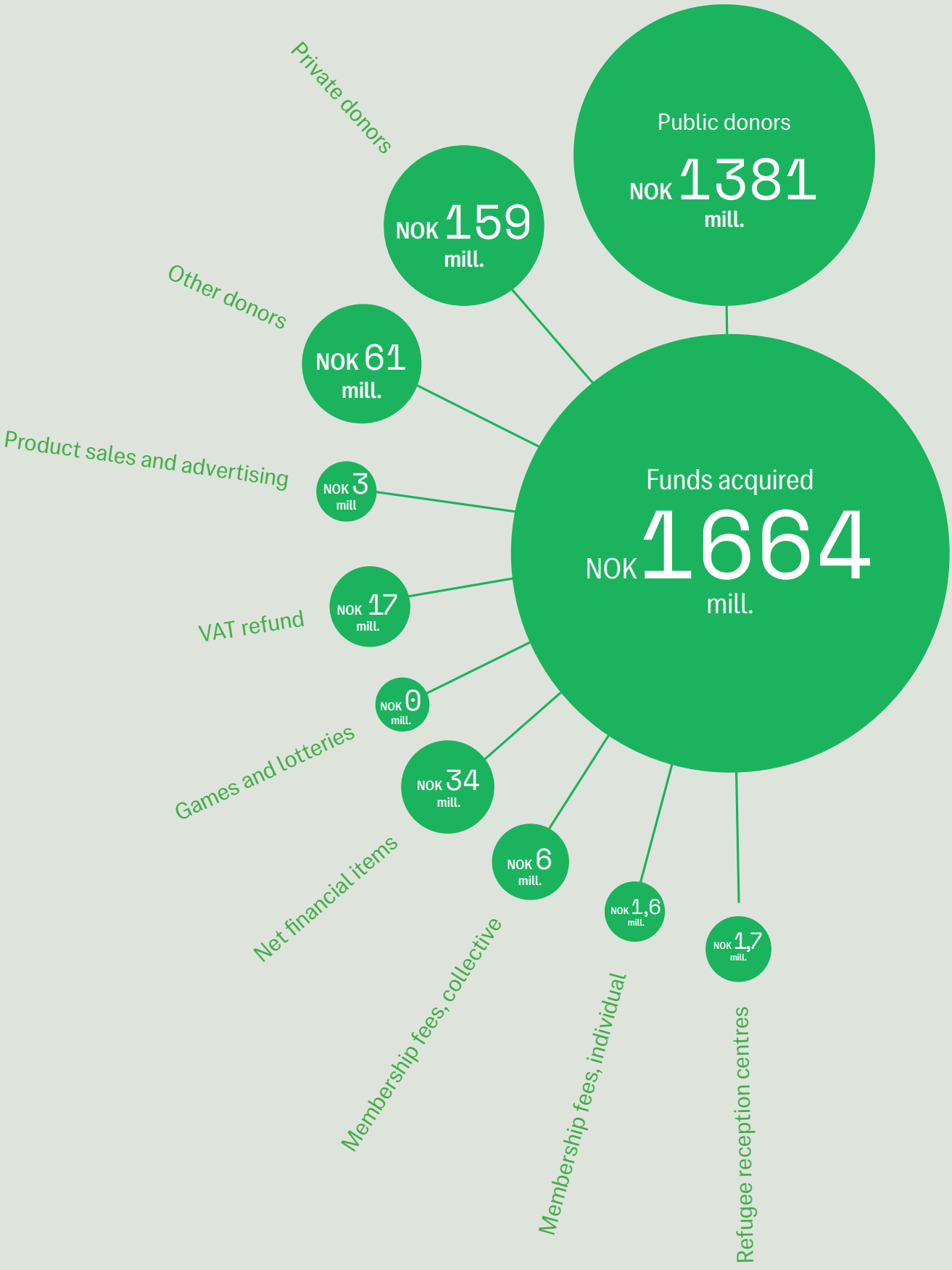


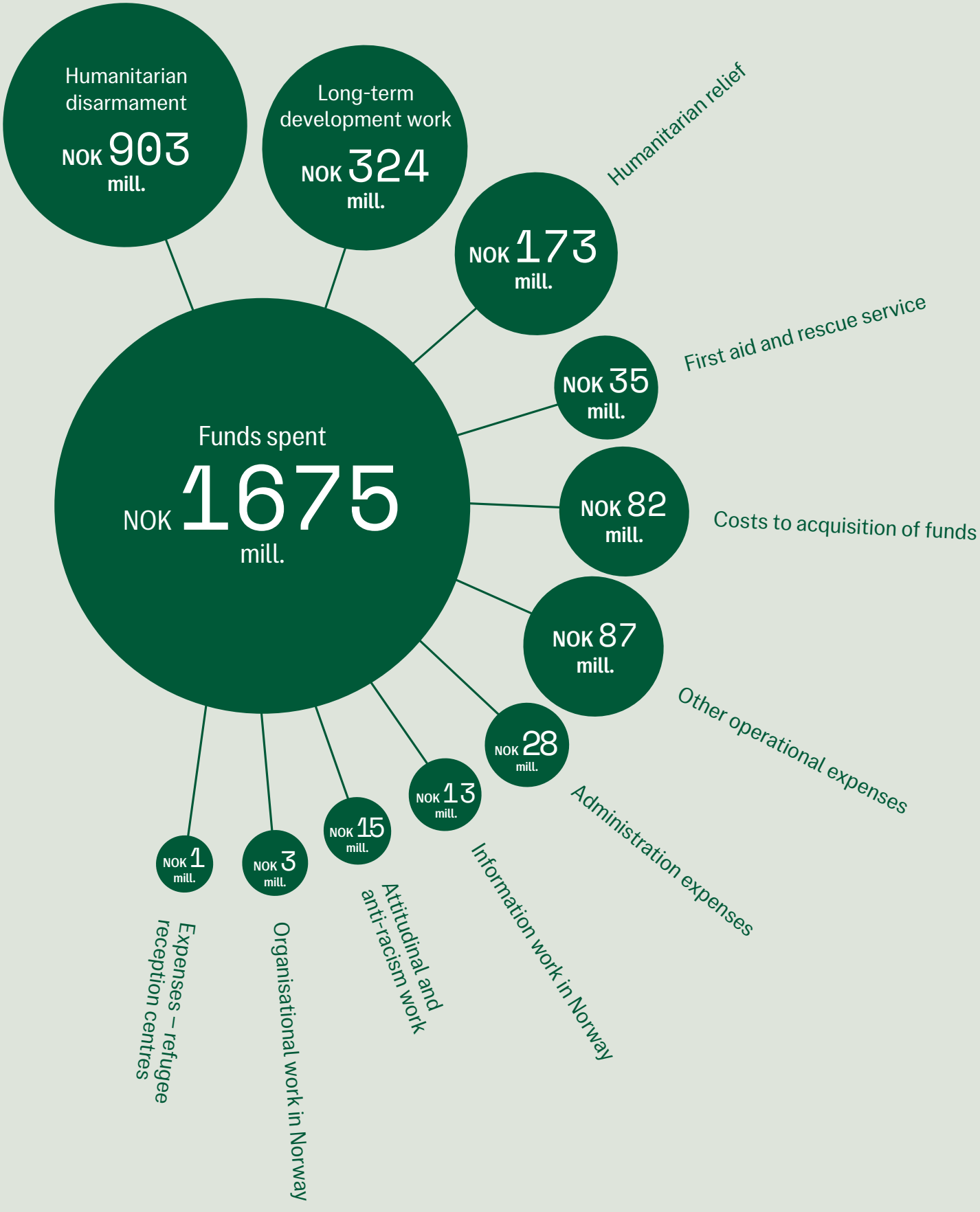
Membership Growth

Norwegian People's Aid gained 1823 new members and lost
2064 members in 2025.
Membership thus shrank by
137
members in 2025.

Financial overview 2025

The figure shows approximate totals from our activities budget; some small items have been omitted.




Humanitarian disarmament
NOK 903 mill.
Long-term development work
NOK 324 mill.
Humanitarian relief
NOK 173 mill.
First aid and rescue service
NOK 35 mill.
Funds spent
NOK 1675 mill.
Costs to acquisition of funds
NOK 82 mill.
Other operational expenses
NOK 87 mill.
Administration expenses
NOK 28 mill.
Information work in Norway
NOK 13 mill.
Attitudinal and anti-racism work
NOK 15 mill.
Organisational work in Norway
NOK 3 mill.
Expenses – refugee reception centres
NOK 1 mill.

Statement of Accounts

Statement of activities as of 31.12.25

(Figures in thousands)

FUNDS ACQUIRED	Notes	2025	2024
Membership fees, individual		1 629	2 675
Membership fees, collective		6 495	9 154
Total membership fees	**1**	**8 124**	**11 829**
Public donors		1 380 594	1 552 810
Other donors		60 505	61 961
Total donors	**2**	**1 441 099**	**1 614 771**
Private donors		159 433	119 607
Total funds acquired	**3**	**159 433**	**119 607**
Refugee centres		1 714	1 768
VAT refund		16 791	15 533
Total activities that fulfil the organisation's purpose		**18 506**	**17 301**
Sale of advertisng, goods and services		3 460	2 315
Total income generating activities		**3 460**	**2 315**
Net financial items	**4**	33 772	34 907
TOTAL AVAILABLE FOR THE PURPOSE		**1 664 394**	**1 800 729**

FUNDS SPENT	Notes	2025	2024
Private donors		80 636	43 881
Product sales - expenses		1 304	1 176
Total expenses to acquisition of funds		**81 940**	**45 057**
Expenses for the organisation's purpose			
Humanitarian disarmament		902 504	1 032 527
Reconstruction, food and emergency relief		172 766	173 418
Long-term development work		323 905	384 302
International solidarity - national work		12 412	13 442
Refugee reception centres		1 350	1 543
First aid and rescue		35 329	39 561
Attitudinal and anti-racist work		15 324	16 151
Information work in Norway		12 730	13 479
Organisational work in Norway		2 729	3 800
Other operational expenses		87 085	32 143
Total expenses to the purpose		**1 566 133**	**1 710 369**
Administration expenses			
Administration		27 705	24 692
TOTAL FUNDS SPENT	**5,6**	**1 675 778**	**1 780 117**
RESULT ON ACTIVITIES		-11 384	20 611
ALLOCATION OF RESULT ON ACTIVITIES			
Transfer to/from restricted funds		12 105	-3 983
Transfer to/from unrestricted funds - designated		579	-15 967
Transfer to/from unrestricted funds - general		-24 068	40 561
TOTAL ALLOCATION	**7**	**-11 384**	**20 611**

Balance as of 31.12.25

(Figures in thousands)

ASSETS	Notes	2025	2024
Fixed assets			
Intangible assets	8	11 811	0
Fixed tangible assets	9	10 151	4 433
Pension funds	10	6 479	5 375
Total fixed assets		**28 440**	**9 809**
Current assets			
Receivables	11	526 781	773 391
Financial current assets	12	296 821	270 691
Bank deposits, cash in hand and similar	13	380 373	392 017
Total current assets		**1 203 975**	**1 436 099**
TOTAL ASSETS		**1 232 415**	**1 445 908**
ASSETS TO THE PURPOSE AND LIABILITIES			
Assets to the purpose			
Other assets	7	307 772	331 840
Assets to the purpose with restrictions			
Assets to the purpose - restricted funds	7	30 845	18 740
Assets to the purpose - unrestricted designated	7	17 696	17 117
Total assets to the purpose		**356 313**	**367 697**
Current liabilities			
Funds received for unfinished projects	2	517 757	755 398
Liabilities to project donors	14	116 482	74 114
Interest owing on funds received	**14**	**2 205**	**205**
Miscellaneous creditors		39 234	37 035
Public taxes owing; holiday pay		**40 372**	**39 585**
Provisions for obligations	15	160 052	171 874
Total current liabilities		**876 102**	**1 078 211**
TOTAL ASSETS TO THE PURPOSE AND LIABILITIES		**1 232 415**	**1 445 908**

Oslo, 15. 06. 2026

Jan Olav Andersen
Chair

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1st Vice-chair

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2nd Vice-chair

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NPA Oslo

Jorge Alex Dahl
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Geir Nilsen
NPA Moelv

Eva Vassnes
NPA Tromsø

Ammal Ahmed Haj Mohamed
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First Aid and Rescue Youth

Raymond Johansen
Secretary General

Cash flow statement for the year

(Figures in thousands)

	2025	2024
Profit or loss for the year	-11 384	20 611
Depreciation	4 976	875
Change in accounts receivable	246 610	-199 789
Change in accounts payable and other deferred items	-203 212	66 048
Net cash flow from operational activities	**36 990**	**-112 254**
Other investments	-26 130	-68 544
Proceeds from sale of fixed tangible assets	-22 504	-900
Net cash flow from investment activities	**-48 634**	**-69 443**
Allocation of funds	0	0
Net cash flow from financial activities	**0**	**0**
Net change in cash flow	-11 644	-181 698
Bank deposits and cash 01.01	392 017	573 715
Holdings as of 31.12	**380 373**	**392 017**

Notes to the Accounts

(In all tables, the numbers are included in the whole thousand, in the rest of the text, whole numbers are included)

Note 1 – Accounting principles

The Annual Accounts for Norwegian People's Aid consist the following:
• Activity accounts
• Balance sheet
• Cash flow statement
• Notes

The Annual Accounts have been prepared by the organisation's board and management and must be read in connection with the Annual Report and the Auditor's Report.

Basis for the presentation of the accounts
The Annual Accounts have been submitted in accordance with the Norwegian Accounting Act and accounting standard NRS (F) Good accounting practice for non-profit organisations.

The Annual Accounts provide a true picture of the organisation's earned resources and how they have been utilised in the course of the year, as well as its financial position at the end of the year.

The necessary specifications appear in the notes. The notes form an integral part of the Annual Accounts.

The Annual Accounts are founded on the basic principles that apply to historical costs, matching, the going concern assumption, all-inclusive income and prudence. The basic principles relating to transactions, earned income and matching have been deviated from in accordance with Section4-1 sub-section 3 of the Norwegian Accounting Act, where such can be regarded as generally accepted accounting practice.

Use of estimates
In preparing the annual accounts, estimates and discretionary assessments of uncertain variables are used. The estimates and assessments represent a best judgment at the time of the presentation of the accounts. There may be deviations between estimated and actual figures.

Assets and liabilities in foreign currency

Monetary items in foreign currency are translated in the balance sheet at the exchange rate on the balance sheet date. Income and expenses in foreign currency are translated using the closing rate on the penultimate day of the previous month.

Changes in value resulting from changes in exchange rates are recognised in the income statement as far as possible on the respective projects or are included in the income statement under net financial items.

Receivables
Receivables are stated at face value after deduction of provisions for expected losses.Provision for losses is made on the basis of an individual assessment of the individual receivables.

Fixed assets
Assets intended for permanent ownership or use are classified as fixed assets. Fixed assets are valued at acquisition cost and written down to actual value if this is lower than book value, and the

fall in value is not expected to be temporary. Fixed assets with a limited financial life are depreciated over their expected useful lives. Depreciations and write-downs are classified as administrative expenses where they cannot be directly linked to a project or activity.

Fixed assets acquired for the implementation of projects abroad are written to expenses at the time of acquisition and charged to the individual projects in accordance with commitments from donors.

Financial current assets
Market-based shares, bonds and other financial instruments classified as current assets are valued at actual value if they are listed on a stock exchange or administered by a professional asset manager, and the actual value of the investments can be measured reliably. The result (return and change in value) from such investments is included in the income statement under net financial items.

Income recognition principles
Income is recognised as and when it accrues. For income for which no consideration will be provided, e.g. donations and collected funds, this is considered accrued when the following three criteria have been met:
1. The organisation must have a legal right to the income.
2. It must be reasonably certain that the income will be received.
3. It must be possible to measure the income with a satisfactory degree of reliability.

Income from members
The organisation receives gross membership fees from its members. 60 % of income from members is transferred to the local chapters. From 2020, the share accruing to Norwegian People's Aid is presented gross in the account of activities.

Contributions from donors
Contributions for coverage of expenses are recognised as gross income. Where the criteria for recognition of income have not been met, the contribution is recognised as a liability on a separate line in the balance sheet. The contribution is recognised at the value at the time of the transaction. Material contributions which cannot be estimated at an actual value are reported in a note. Unused project funds are entered as a liability to the donor upon project conclusion.

Lottery income
Lottery income is recognised as gross income. The expenses associated with lotteries, prizes and sales expenses are entered under expenses for acquisition of funds.

Expense accounting principles
Expenses are compiled and written to expenses simultaneously with the activity related to the expense. This applies both to expenses for acquiring funds and to realising the purpose. Expenses that cannot be directly attributed to activities are written to expenses when they are incurred.

Taxes
The organisation is tax exempt.

Pension obligations and pension costs
In the case of deposit plans, the organisation pays deposits to an insurance company. The organisation has no further payment obligation after the deposits have been paid. Premiums for contribution-based pension plans organised through life-insurance companies are taken to expenses in the period to which the contribution applies and are included among salary costs in the income statement. Liabilities or pension assets related to the collectively insured pension scheme are not capitalised.

A defined benefit plan is a pension scheme that is not a defined contribution plan. Typically, a defined benefit plan is a pension scheme that defines a pension payment that an employee will receive upon retirement. The pension payment is normally dependent on several factors, such as age, number of years in the company and salary. The capitalised liability related to defined benefit plans is the present value of the defined benefits on the balance sheet date less the actual value of the pension assets (amounts paid to insurance companies), adjusted for non-recognised estimate deviations and non-recognised costs related to previous periods' pension accruals. The pension obligation is calculated annually by an independent actuary using a linear accrual method.

The pension scheme Norwegian People's Aid has in the Government Pension Fund appears to the employees as a so-called benefit plan, i.e. they have a claim for a future pension based on, among other things, earning time and salary at the time of retirement. There is thus in principle an obligation for the employer to the employees to provide this pension. The Government Pension Fund does not have sufficient information available to make it possible to calculate such a iability, and thus the scheme is treated as a defined contribution scheme for accounting purposes. According to recommended practice in Norway, such pension plans can in this case be treated as contribution plans for accounting purposes, which in practice means that the period's pension cost is equal to the period's contribution.

Cash flow statement
The cash flow statement has been prepared according to the indirect method. Liquidity reserve includes cash and bank deposits which are valued at actual value.

Note 2 – Contributions from donors

	2025				2024
	Unused contribution as of 1.1.2025	Contribution 2025	Unused contribution as of 31.12.2025	Contribution to income/ funds spent 2025	Contribution to income/ funds spent 2024
Contributions from public donors					
BUFDIR, Distribution Comm., Youth work	-	2 016	205	1 811	1 832
NORAD	-	689 894	12 538	677 356	401 827
Ministry of Foreign Affairs	29 706	71 142	51 011	49 838	326 722
Ministry of Justice and Public Security	-	16 082	-	16 082	16 942
Other Norwegian public organisations [1]	11 538	12 791	17 870	6 459	7 619
Total Norwegian	**41 244**	**791 926**	**81 623**	**751 547**	**754 941**
Swiss Development office	5 075	6 238	5 639	5 673	8 332
US Department of state / Defence	570 476	185 467	360 315	395 628	457 890
EU	59 279	6 886	19 314	46 850	46 705
Swedish Ministry of Foreign Affairs	5 485	27 864	3 423	29 927	75 165
Netherlands Ministry of Foreign Affairs	37 446	1 200	15 548	23 098	16 013
German Ministry of Foreign Affairs	5 181	81 962	-	87 144	150 573
Other countries	18 839	32 928	11 039	40 728	43 191
Total international	**701 782**	**342 545**	**415 279**	**629 048**	**797 869**
Total public donors	**743 026**	**1 134 471**	**496 903**	**1 380 594**	**1 552 810**
Other donors	7 056	17 647	13 574	11 129	18 474
UN	5 317	51 340	7 280	49 377	43 487
Total other donors	**12 372**	**68 987**	**20 854**	**60 505**	**61 961**
Total donor contributions	**755 398**	**1 203 458**	**517 757**	**1 441 099**	**1 614 771**
Contributions taken to income/ funds used		**1 441 099**			

[1] Including contributions from the Norwegian Civil Affairs Authority: NOK 425,000 in 2025.

Donor funds must be used in accordance with the grant.

Note 3 – The following donors have contributed

	2025	2024
Private	99 227	66 146
Companies	11 610	10 831
Labour movement	19 493	17 233
Norsk Tipping , contributed lottery funds	29 103	25 397
Total donors	**159 433**	**119 607**
Total funds raised	**159 433**	**119 607**

Note 4 – Financial items

	2025	2024
Income from interest	7 623	17 107
Return on stocks/shares	26 130	18 544
Other	19	-744
Total financial items	**33 772**	**34 907**

Note 5 – Operating expenses by category

	2025	2024
Payroll expenses	882 874	874 290
Transferred to partners in project countries	323 407	355 462
Depreciation of intangible assets	821	0
Depreciation of fixed assets	4 156	875
Other operating expenses *	464 520	549 490
Total operating expenses	**1 675 778**	**1 780 117**

* Other operating expenses includes losses related to embezzlement at the Lebanon field office: NOK 35 829 739, NOK 16,295,741 for 2024 and NOK 19,533,998 for 2025, respectively.

Note 6 – Administration and charitable purpose ratios

	2025	2024	2023	2022	2021
Administration expenses[1)]	1,7 %	1,4 %	1,2 %	1,3 %	1,4 %
Expenses related to purpose [2)]	93,5 %	96,1 %	96,4 %	95,1 %	96,1 %
Fundraising ratio[3)]	49,4 %	63,3 %	72,5 %	56,9 %	72,7 %

[1)] Administration expenses calculated thus: Administration expenses/total funds spent
[2)] Expenses related to purpose calculated thus: Total expenses to purpose/total funds spent
[3)] Fundraising ratio calculated thus: Net donors/gross donors

We have invested in getting more donors, which explains the decrease in the fundraising percentage in 2022, 2024 and 2025. We have done this on the basis of expected increased earnings from our regular donors, which will contribute in turn to increased income to our projects.

According to the accounting standard for non-profit organisations, expenses for administration are considered to be the costs incurred to run the organisation, and which cannot be allocated to specific activities.

Administration includes, among othe things, expenses at head office in Norway related to the Board of Directors, the Secretary General and staff, HR, IT and Finance management.

Expenses are attributed to the greatest extent possible to the activities to which they relate. Expenses such as rent, IT/communications, insurance and fixtures and fittings relating to more than one activity are allocated to activities according to FTEs and volume. These expenses in 2025 amounted to NOK 36 737 538,-.

Note 7 – Net change in restricted funds (RF)

	OB 01.01.	Adds.	Used	CB 31.12.	Net change
Unrestricted funds general	331 840	0	24 068	307 772	-24 068
Restricted funds[1)]	18 740	43 237	31 132	30 845	12 105
Unrestricted funds designated[2)]	17 117	1 201	622	17 696	579
Sum	**367 697**	**44 438**	**55 822**	**356 313**	**-11 384**

[1)] Restricted funds are donations to be used for specific purposes
[2)] Specification of unrestricted funds designated:

	OB 01.01.	Adds.	Used	CB 31.12.	Net change
General Assembly	500	750	0	1 250	750
Earmarked to Central Social Policy Committee	14 024	0	529	13 494	-529
Earmarked to project activities	2 594	451	92	2 952	358
Earmarked to marketing activities	0	0	0	0	0
	17 117	1 201	622	17 696	579

Note 8 – Specification of intabgible assets

	Software	Total
OB acquisition cost	0	**0**
Additions	12 632	**12 632**
Disposals	0	**0**
CB acquisition cost	12 632	**12 632**
OB accumulated depreciation	0	**0**
Depreciation for the year	821	**821**
Accumulated depreciation on sold intangible assets	0	**0**
CB acquisition depreciation	821	**821**
Book value as of 31.12.25	11 811	**11 811**

Intangible assets have a depreciation period of 5 years.

Note 9 – Specification of fixed tangible assets

	Land & buildings	Inventory	IT-equipment	Software	Vehicles	Total
OB acquisition cost	1 279	196	232	4 730	0	**6 437**
Additions	9 205	0	0	0	667	**9 873**
Disposals	0	0	0	0	0	**0**
CB acquisition cost	10 485	196	232	4 730	667	**16 310**
OB accunulated depreciation	448	72	123	1 360	0	**2 003**
Depreciation for the year	3 068	39	46	946	56	**4 156**
Accumulated depreciation on sold f. tangible assets	0	0	0	0	0	**0**
CB acquisition depreciation	3 516	111	170	2 306	56	**6 159**
Book value as of 31.12.25	6 968	85	62	2 424	612	**10 151**

Fixed assets have a depreciation period of 3-5 years. Building lots are not depreciated

Note 10 – Pensions and other employee obligations

	2025	2024
Premium fund	100	100
Total pensions and other obligations	**100**	**100**

Payroll expenses	**2025**	**2024**
Payroll expenses for field employees	471 819	468 276
Payroll expenses for projects in Norway	32 607	28 687
Payroll expenses at Head Office and regional offices	94 562	83 394
Employer's national insurance contributions	20 826	19 647
Pension expenses	18 168	15 120
Other expenses	244 892	259 168
Total payroll expenses	**882 874**	**874 290**

	2025	2024
No. of FTEs in Norway	170	172
No. of FTEs at field offices under contract from H.O.	115	153
Local employees at field offices	ca 3200	ca 3 400

Pensions

Norwegian People's Aid is obliged to have an occupational pension scheme in accordance with the Act on Mandatory Occupational Pensions and has a pension scheme in the Government Pension Fund that satisfies the requirements of this Act. The organisation has 173 employees who are covered by the rules on mandatory occupational pensions, the Government Pension Fund. Norwegian People's Aid's pension scheme in the Government Pension Fund is a multi-company scheme with a premium model where this year's premium is the cost of the year. All employees who earn a fixed salary for shorter or longer periods are included in the scheme.

Norwegian People's Aid additionally has pension obligations with KLP for former employees at the Kure Epilepsy Centre which covers 31 persons. The pension scheme is benefit-based and managed in accordance with NRS for pension expenses. This benefit scheme mainly depends on the number of pension-saving years, salary level at attained retirement age and the benefit amount from the Norwegian national insurance scheme. The obligation is covered through a collective pension agreement at Kommunal Landspensjonskasse - Gjensidige Forsikring. Pension funds are entered at estimated value as of 31.12.24.

Pension funds/obligations	**2025**	**2024**
Gross incurred pension obligations	18 010	19 911
+ Employer's national insurance contribution	-761	-482
= Gross incurred obligations incl. employer's N.I. contribution	17 249	19 429
- Pension funds	-23 408	-23 326
= Net obligation incl. employer's N.I. contribution	-6 159	-3 897
- Estimate deviations not recognised in the income statement excl. employer's N.I. contribution	-483	-1 499
- Estimate deviations not recognised in the income statement, employer's N.I. contribution	163	20
= Net funds/liabilities recognised in balance sheet after employer's N.I. contribution	**-6 479**	**-5 375**

Financial assumptions:

Discount rate	3,90 %	3,90 %
Expected salary adjustment	4,00 %	4,00 %
Expected G adjustment	3,75 %	3,75 %
Expected return on fund assets	6,20 %	5,80 %

Provision for severance payments at field offices

Provision is made for severance payments at field offices on the basis of the estimated future obligations

Fees/salaries to the Board of Directors and Secretary General

No remuneration was paid to the Board in 2025. Total salary for 2024 paid to the Secretary General amounts to NOK 1,452,787, while other benefits totalled NOK 10,688. The Secretary General participates in Norwegian People's Aid's regular pension scheme and receives no other form of remuneration than regular salary. Norwegian People's Aid is obligated to pay six months' severance pay in the event of termination by the employer. Beyond this, Norwegian People's Aid has no further obligations.

Auditor
The agreed fee for the annual audit of Norwegian people's Aid is NOK 367,000. Donors impose requirements for special certification of all projects. For project auditing in Norway and at our field offices NOK 9,767,684 has been taken to expenses. All amounts include VAT. The fee also applies to other auditors than our auditor BDO AS in Norway.

Note 11 – Short-term receivables

	2025	2024
International project donors	482 555	707 476
Other receivables	44 123	65 915
Total	**526 678**	**773 391**

There are no receivables falling due later than one year after the end of the fiscal year.

Receivables from donors mainly involve pledges received on projects in progress. To the extent that funds have not been used, they are also entered on the liabilities side of the balance sheet under the item 'Funds on unfinished projects'.

Note 12 – Financial current assets

	2025	2024
Value as of 01.01	270 691	202 147
Purchase	0	50 007
Sale	0	7
Return	26 130	18 544
Value as of 31.12 *	296 821	270 691
Financial current assets	**296 821**	**270 691**

* Of the total, NOK 172,742,727 are bonds and NOK 124,078,476 share funds.

Note 13 – Bank deposits, cash and cash equivalents

	2025	2024
Restricted funds in foreign accounts	178 486	114 551
Bundne midler som er på konti i utlandet	29 178	69 261
Total restricted funds	**207 664**	**183 812**
Unrestricted funds	172 709	208 205
Total bank deposits, cash and cash equivalents	**380 373**	**392 017**

Restricted funds are funds that are to be used in accordance with the donor's contribution. Unused funds must be returned to the donor.

Note 14 – Liabilities to project donors

For various reasons, not all donor funds have been utilised on specific projects. In accordance with the contract, these funds will be repaid to donors.

At the end of 2025 we have received NOK 102,800,000 from NORAD, which is largely to be utilised in 2026.

Interest due on funds received

Accrued interest on funds received from donors, which must be repaid in accordance with the contract.

Note 15 – Provisions for obligations

	2025	2024
Provisions for severance schemes at field offices (see note 10)	116 645	117 226
Other provisions	35 698	46 275
Provisions for project auditing	7 709	8 373
Total provisions for obligations	**160 052**	**171 874**

Note 16 – Related parties

For Norwegian People's Aid, the term related parties is defined to include the Board of Directors, management and other employees, together with trade unions affiliated to the Norwegian Confederation of Trade Unions. In 2024 Norwegian People's Aid received NOK 21,977,666 from trade unions affiliated to the Norwegian Confederation of Trade Unions. There have been no transactions with the other related parties that are relevant in this respect.

BDO AS
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0121 Oslo

To the General Meeting of Norsk Folkehjelp

Independent Auditor's Report

Opinion

We have audited the financial statements of Norsk Folkehjelp.

The financial statements comprise:	In our opinion:
• The financial statements of the Company, which comprise the balance sheet as at 31 December 2025, the income statement and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and • The financial statements of the Group, which comprise the balance sheet as at 31 December 2025, the income statement and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.	• The financial statements comply with applicable statutory requirements. • The financial statements of the Company give a true and fair view of the financial position of the Company as at 31 December 2025, and its financial performance and its cash flows for the year then ended in accordance with the Norwegian Accounting Act and accounting standards and practices generally accepted in Norway. • The financial statements of the Group give a true and fair view of the financial position of the Group as at 31 December 2025, and its financial performance and its cash flows for the year then ended in accordance with the Norwegian Accounting Act and accounting standards and practices generally accepted in Norway.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company and the Group as required by relevant laws and regulations in Norway and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The Board of Directors and the General Secretary (management) is responsible for the other information. The other information comprises the Board of Directors' report and other information in the Annual Report, but does not include the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinion on the Board of Directors' report

Based on our knowledge obtained in the audit, in our opinion the Board of Directors' report

- is consistent with the financial statements and
- contains the information required by applicable legal requirements.

Our opinion on the Board of Director's report applies correspondingly for the statements on Corporate Social Responsibility.

Responsibilities of management for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the Norwegian Accounting Act and accounting standards and practices generally accepted in Norway, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's and Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting insofar as it is not likely that the enterprise will cease operations.

Auditor's Responsibilities for the Audit of the Financial Statements

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

For further description of Auditor's Responsibilities for the Audit of the Financial Statements reference is made to:
https://revisorforeningen.no/revisjonsberetninger

Note: Translation from Norwegian prepared for information purposes only.

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