

Activity Report 2025



FONDATION
croix-rouge française



| For humanitarian and social research

Foreword

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Facing crises, shaping knowledge

For the International Red Cross and Red Crescent Movement, 2025 was a year of unprecedented challenges. As crises multiplied and grew more complex, respect for international humanitarian law and trust in social science research waned — even as humanitarian needs soared and funding dwindled.

In response to these structural challenges, the Foundation re-evaluated its approach, organising roundtables on the future of aid and the role of research. These discussions created a vital space for dialogue between operational actors and the research community. Knowledge dissemination remained a cornerstone of the Foundation's work, particularly in the public sphere, where disinformation often distorts debate. Scientific expertise has never been more critical. The International Federation of Red Cross and Red Crescent Societies (IFRC) underscored this urgency in its latest World Disasters Report, warning that dehumanising rhetoric and disinformation are putting both humanitarian workers and the communities they serve at risk. In this context, subjecting facts to scientific scrutiny is no longer optional — it is a prerequisite for effective action, reinforcing the Foundation's core purpose.

As the Foundation looks ahead to future challenges, it is placing research innovation at the heart of its strategy, building on the French Red Cross's long-standing tradition of social innovation. To ensure its work remains grounded in practical realities, the Foundation took a significant step in 2025 by launching the Post-Research and Social Innovation Workshops (APRIS). This initiative leverages collective intelligence, bringing together all stakeholders involved in research — once the researcher's work is complete — to drive social innovation and translate findings into actionable change. In the same spirit of bridging research and practice, the Foundation has continued its Bénévo'Lab programme. This research initiative empowers volunteers and staff by providing tailored research solutions to address the real-world challenges they encounter during Red Cross missions.

This year, the Foundation awarded ten fellowships to projects providing practical solutions to the challenges facing humanitarian actors. It also presented three research awards to inspiring researchers working on diverse, contemporary issues: risk perception in the context of disasters and climate change; the experiences of female drug users; and scientific and medical ethics. Through fellowships, awards and a partnership with the Paris 1 Panthéon-Sorbonne School of Political Science for its Annual Meetings, the Foundation once again demonstrated its commitment to building lasting synergies between academia and humanitarian actors. In line with the principles of the Red Cross and Red Crescent Movement, it continued its active involvement in the RC3 Consortium, a network of the Movement's research bodies, and hosted a roundtable during its international meeting.

Grounded in both field realities and global dialogue, the French Red Cross places research and scientific knowledge at the core of its mission. In July 2025, the newly elected Board of Administrators made impact measurement, innovation and research a priority, firmly believing that informed action is essential to sustainably shape the solidarities of the future.



Dr Caroline CROSS
President

01 Our purpose

Transforming humanitarian and social action through scientific guidance

The French Red Cross Foundation is a recognised public utility foundation dedicated to research in the humanities and social sciences. It supports researchers by awarding fellowships and research prizes and develops partnerships with academic institutions to help improve humanitarian and social practices in France and worldwide. It is guided in its mission by the values and principles of the International Red Cross and Red Crescent Movement and draws on scientific expertise and methodologies that shape its identity and guarantee its effectiveness.

Our three levers for action

Producing new scientific insights

The Foundation supports research by awarding postdoctoral fellowships, developing programmes with partners or in cooperation with academic institutions, and presenting awards to innovative or distinguished researchers.

Sharing and exchanging expertise

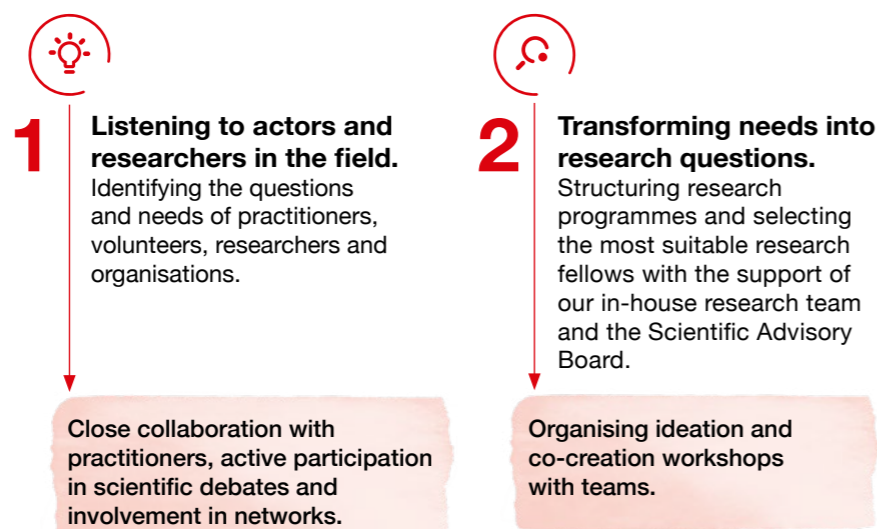
The Foundation disseminates knowledge through a range of publications and editorial initiatives designed for different target groups. It contributes to global debate by organising and attending events, ensuring research is shared and promoted to support those most in need.

Transferring knowledge

The Foundation is shifting from a traditional model, where scientific knowledge is first produced and later mobilised, to a social research and development approach that directly harnesses research findings to drive transformation and innovation.

GUIDING PRINCIPLE: IMPROVING PRACTICES THROUGH ONGOING DIALOGUE AND MUTUAL LEARNING BETWEEN RESEARCHERS AND HUMANITARIAN ACTORS

The 5 stages of our work



Identifying research questions via our ideation workshops

What are they?

Designed for the French Red Cross as well as non-profit and Social and Solidarity Economy (SSE) organisations, ideation workshops aim to guide humanitarian actors in articulating research needs and identifying specific questions where collaboration with researchers would be a source of mutual learning.

What does it involve?

The facilitation of these workshops centres on dialogue between researchers, experts and volunteers. This approach involves working directly from the challenges faced by “field” actors to extract original research questions with significant scientific merit. This jointly constructed question, which will evolve as the project unfolds, is the first step in a collaborative research process that integrates civil society actors at all levels of the research project, from defining the topic to the adoption of new and shared knowledge. The purpose is to help “translate” a field insight into a topic for scientific research.



Driving social innovation through our APRIS workshops

What are they?

The APRIS (Post-Research and Social Innovation) workshops are at the heart of the same-named method, developed in 2023 by the Foundation in collaboration with Ellyx, with a view to amplifying the social impact of the research projects the Foundation supports. APRIS workshops are typically held six to twelve months after a research project concludes — a critical juncture when findings can be explored, debated and transformed into actionable change and improved practices. The Foundation thus reaffirms its role as a knowledge catalyst, accelerating the pace of social innovation.


What does it involve?

The workshop consists of a day of collective intelligence, designed as a platform for exchange and co-development. The event brings together researchers, field practitioners, policymakers as well as other people involved in the project, and aims to foster the sharing of knowledge and experiences to translate research findings into actionable steps. At the heart of a multi-stage process (preparation, mobilisation, workshop, reporting, follow-up), the workshop helps to produce operational roadmaps tailored to local contexts and challenges.

Mapping of research

13 
FUNDAMENTAL RESEARCH PROJECTS

10 
ACTION RESEARCH PROJECTS

23 
FRANCOPHONE RESEARCH PROJECTS IN 2025

12 
TERRITORIES

5 priority research topics

Humanitarian Transition

The Foundation's flagship programme

The humanitarian sector is undergoing profound transformations that are challenging its foundations, disrupting its structural architecture and calling its practices into question. Based on this observation, the Foundation supports research on the transformations occurring within the international aid system.

Climate and Disasters

Examine the causes of fragility among populations, such as climate change, their resilience capacity and perception of risk, and new humanitarian responses tested in the worst-affected areas. Since disasters are primarily social phenomena, we also provide fresh insights and analysis on public policies and rethink operational methods and the response provided to affected populations.

Access to health and Epidemics

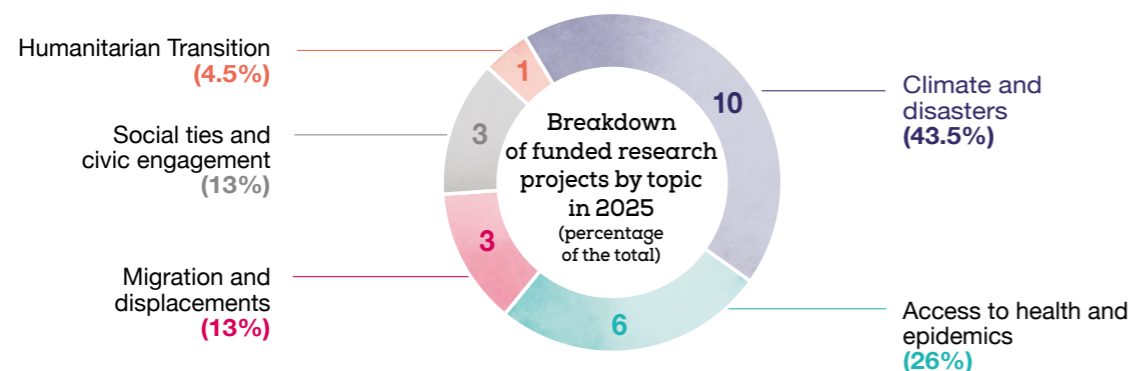
Understand the health conditions and needs of communities and integrate sociocultural factors when implementing healthcare access, prevention and health system strategies. Identify obstacles and inequalities in healthcare access to enhance emergency health responses. Examine the ways caregivers and care recipients understand and express their situations, taking into consideration the unique nature of their circumstances.

Migrations et déplacements

Better understand the origin and sources of migration, the strategies and experiences of migrants, and the relevance of the humanitarian response. Help revise practices to address this now global issue. Gain a deeper understanding and better document the increasingly complex experiences and situations of exile, as well as responses to them. Comprehend the life and survival trajectories of migrants more thoroughly to provide more effective assistance.

Social Ties and Civic Engagement

Strengthening social ties primarily through volunteering is central to the mission of the National Red Cross and Red Crescent Societies. Rather than a standalone topic, this subject is broadly integrated across all research projects. Researchers incorporate the concept into their analyses of social fracture, exclusion and isolation, as well as their studies of cohesion drivers and solidarity mechanisms.



Areas of research accompanied in 2025



Multidisciplinary research

Research disciplines represented in the 2025 projects

- Geography
- Anthropology
- Sociology
- Education science
- Environmental law
- Urban planning
- Communication science
- International development
- Economics

"Over the past two decades, humanitarian work has evolved into a major field of research. The award I received today is a timely opportunity to highlight this growth. The humanitarian sector needs your support."

Anne-Marie MOULIN, 2025 recipient of a Foundation Research Award

02 2025 timeline

monthly milestones

FEBRUARY

The upheavals of early 2025

In response to major developments in the humanitarian sector in early 2025, the Foundation rapidly launched a bibliographic tracking service in partnership with the review *Alternatives Humanitaires*. This initiative provides a structured framework to analyse and contextualise current humanitarian issues, **ensuring the Foundation stays at the forefront of sector trends and developments.**

MARCH

The response to Cyclone Chido



Following Cyclone Chido's devastating impact on the Mayotte Archipelago in December 2024, the Foundation collaborated with the French Red Cross to launch the **Emergency Research Programme in Mayotte**, offering **four research fellowships** that build on the French Red Cross's response and support affected communities.

APRIL

Research to better prepare for future crises

Two Foundation-supported research projects — volunteer health in epidemic contexts and barriers to accessing oral healthcare — informed the **French Red Cross's Health Resilience Report 2025**. The report presents a detailed assessment of the situation and proposes five strategic measures to mobilise French society on an unprecedented scale, with the goal of strengthening preparedness and resilience in the face of future crises.

MAY

RC3 long night of research

As part of the 2025 Long Night of Research, organised by the RC3 Consortium, the Foundation hosted a roundtable on the **health impacts of climate change**, contributing to a 24-hour online global forum examining how research can address some of today's most urgent global challenges.

SEPTEMBER

At Expo 2025 Osaka



At **Expo 2025 in Osaka, Japan**, the Foundation participated in the annual meeting of the **GLOW RED network**. At the invitation of the Japanese Red Cross and the GLOW RED network, Virginie Troit, Director of the Foundation, moderated the opening roundtable, which featured four prominent women leaders from the International Red Cross and Red Crescent Movement.

OCTOBER

At the IHSA conference

The Foundation attended the 2025 International Conference of the International Humanitarian Studies Association (IHSA) in Istanbul. Together with the Peace Research Institute Oslo (PRIO), it organised a **roundtable on The Future of Humanitarian Research**, further exploring ongoing transformations in the sector.

NOVEMBER

Implementation of the APRIS method



After two successful pilot workshops in 2023, the Foundation, supported by Ellyx, **began rolling out its innovative APRIS (Post-Research and Social Innovation Workshop) methodology** in late 2025. Three workshops are planned to support the post-research phase of projects conducted for the French Red Cross. The first workshop, held in early November with the Innovation Directorate in Mazingarbe (Pas-de-Calais), focused on disaster memory.

Development of our new flagship programmes

The Foundation's Scientific Advisory Board convened for its annual meeting, providing a **platform for in-depth strategic reflection on its new flagship programmes**, set to launch in 2026. These include: New Humanitarianism, which will replace the Humanitarian Transition programme, and Bénévo'Lab, a participatory research programme where French Red Cross volunteers take the lead in defining research topics.

The Foundation's annual Rencontres at Sorbonne university



The Foundation's Annual *Rencontres* was held at the Sorbonne, in partnership with the School of Political Science at Université Paris 1 Panthéon-Sorbonne. The event brought together humanitarian and social assistance practitioners alongside humanities researchers to **debate key sector issues, including humanitarian transition, volunteering and climate change**. A highlight of the day was the presentation of the 2025 Research Awards to **three researchers with inspiring careers and a strong commitment to humanitarian action**. Supported by the Andorran Red Cross and the Monégasque Red Cross, these awards underscore the Foundation's mission to recognise both scientific excellence and dedication to humanitarian causes.

03 Towards a better understanding



13 research projects accompanied in 2025

The Foundation funds independent and original basic research into the critical, even existential, issues facing civil society organisations working in the field of local or international solidarity. The aim is to support humanitarian and social actors as they reflect on the complexity of crises and societies, and on the need to reinvent themselves. The Foundation's ambition is to encourage broader professional and scientific dialogue in order to identify collaborative research questions and support innovative projects that address them.

Climate & Disasters



1 Natural disasters and urban services: the case of waste management.

Gaïa MARCHESINI, Ph.D. in regional planning and urban planning, Gustave Eiffel University. *Understanding the role of disaster victims in post-disaster waste management.*

2 Digital resilience practices in the face of flood risks in the Abidjan district (Côte d'Ivoire).

Khan KOUAME, Ph.D. in communication sciences, Alassane Ouattara University in Bouaké (Côte d'Ivoire). *Addressing the challenges posed by flood risks in Côte d'Ivoire, particularly in Abidjan, by strengthening training and raising public awareness of best practices in "digital resilience".*

3 Sismogame: Collaborative Development of a Serious Game for Earthquake and Tsunami Risk Prevention in Saint Martin and Saint Barthélemy.

Elise BASQUIN, geographer, lecturer at the University of Lille. *Assessing how the development of a serious game can help promote appropriate behaviours and provide insights into how adolescents in Saint Martin and Saint Barthélemy perceive seismic and tsunami risks.*



4 Vulnerability of communities in a context of climate change in light of social inequalities and local constructive cultures.
Odile PLATTARD, geographer, associate researcher at AE&CC-CRAterre (ENSAG-UGA) and UMR PACTE (Grenoble Alpes University). *Combining architecture and geography to better highlight the vulnerability of populations to climate change.*

5 Rethinking disaster risk reduction through everyday strategies of survival, care, and resilience.

Virginie LE MASSON, Ph. D. in geography, ODI London. *Conceptualising the relationship between the everyday resilience of populations exposed to multiple hazards and crises and disaster risk reduction (DRR); to compare how humanitarian and development interventions address social factors of vulnerability; and to propose avenues for reforming DRR that are more grounded in everyday experiences, taking into account the intersectionality of vulnerability factors.*

6 Risk management and response to natural disasters in Mayotte and Reunion.

Morgane ROSIER, Ph.D. in international development, Ottawa University (Canada). *Analysing the perceptions of various stakeholders involved in the management of "natural" risks in Mayotte and Réunion, in order to gain an understanding of the shortcomings in risk management strategies and emergency responses, and thereby improve their communication and practices.*

Access to health & Epidemics

7 Effects of extreme temperatures on maternal and child health in Senegal and Bangladesh.

Sarah LOUART, Ph.D. in Economy, Lille University. *Using a realistic approach, understand how vulnerable women and children adapt to extreme temperatures and evaluate community interventions aimed at reducing their health impacts in Senegal and Bangladesh.*

8 Community resilience to the health impacts of climate change in the Logone Plain (Cameroon and Chad).

Markus BAKAIRA, Doctor in Geography, N'Gaoundéré University (Cameroon). *Highlighting, disseminating and permanently archiving the endogenous knowledge and actions taken by a wide range of communities south of Lake Chad in response to the impacts of climate change on their health.*

9 Resilience to climate change in Togo: ethnography of endogenous knowledge and practices for preparing, protecting and adapting to the health impacts of flooding in the Lower Mono River Valley.

Kossi Mitrionouga KOUMI, Ph. D. in Socio-Anthropology, EHESS and Lomé University (Togo). *Identifying and using local knowledge to better prepare, protect and adapt to the health impacts of flooding, thereby helping communities become more resilient to climate change.*

10 Global First Aid Survey 2023.

French Red Cross Foundation. *Analysis of the results of a global first aid survey conducted in 2023 by the Red Cross and Red Crescent Movement's Global First Aid Reference Center.*

Humanitarian Transition



13 The localisation of humanitarian action in a transitioning Syria.

Léo FOURN, Sociologist, Postdoctoral Researcher at the French National Research Institute for Sustainable Development (IRD, CEPED).

Examining the process of relocation of Syrian humanitarian organisations from the diaspora to Syria in transition and, more broadly, the current transformations in the humanitarian field in Syria.

Migration & displacements

11 Everyday exile. Gendered trajectories, family recompositions and the settlement process of Ukrainians in France.

Camille SCHMOLL,

Research Director of Geography at EHESS.

Investigating the nature, and indeed the specific characteristics, of the migration and settlement patterns of Ukrainian refugees in Paris and the Paris region.

12 “By us, for us”: self-governed humanitarian initiatives by Sudanese refugees in Jordan.

Solenn AL MAJALI,

Ph.D. in Anthropology, Aix-Marseille University.

Understanding how refugees subvert the categories of “recipient” and “donor” and exploring the multiple possibilities for autonomy in the constrained context of forced migration.

Projects 1 and 2 were conducted with support from the CMA-CGM Foundation
Projects 3, 4, 5, 6, and 7 are being or have been conducted with support from the Fondation de France
Projects 8 and 9 were conducted with support from Fondation S — The Sanofi Collective

Project 10 was conducted with the support of the Global First Aid Reference Centre
Project 11 was conducted with the support of the French Red Cross

Research Awards 2025 Winners

Open to all disciplines in the humanities and social sciences and to researchers of all nationalities, the French Red Cross Foundation’s research awards recognise scientific excellence and humanitarian commitment. They are awarded to researchers with exemplary, innovative, and dedicated careers, whose work addresses humanitarian and social issues and puts research at the service of the most vulnerable. In 2025, the jury, composed of members of the Foundation’s governing bodies, awarded three prizes, including an “Avenir” prize for a promising young researcher and an honorary prize recognising a lifetime’s work. The 2025 awards were presented with the support of the Andorran Red Cross and the Monaco Red Cross, and each carries a prize of €3,000 (excluding the honorary award).



Rose André FAYE,

Socio-Anthropologist, Postdoctoral researcher at IRD-CRCF (Fann Research Centre, Dakar).

2025 “Avenir” Award for her research in the socio-anthropology of health, focusing on the life trajectories of women who use drugs in Senegal.



Maëlle CALANDRA,

Anthropologist and Research fellow at the French National Research Institute for Sustainable Development (IRD).

2025 Research Award for her research on humanitarian aid, perceptions of “natural” disasters, and the displacement they cause in Pacific island societies.



Anne-Marie MOULIN,

Physician and Philosopher, emeritus research director at the CNRS.

2025 Honorary Award for her research work and her exceptional career dedicated to scientific and medical ethics, particularly in the Arab-Muslim world.

With the support of



“It is an honour for me to receive this award here at the Sorbonne, a true temple of learning. This award, entitled “Avenir”, is, for me, an invitation to continue my work and to keep fostering dialogue between research and action.”

ROSE-ANDRÉ FAYE, 2025 Winner

04 Towards more effective action



10 action research projects accompanied in 2025

The action-research projects supported by the Foundation respond to research questions formulated on the basis of needs expressed by practitioners from the French Red Cross or other entities of the International Movement. In this type of research, practitioners participate in all stages of the research, defining with the researcher the problem and the collective working methods.

All the action research projects presented in this double-page spread are conducted with the support of the French Red Cross.

Welcoming, Listening, Guiding: what flows in the helping relationship at the Red Cross and beyond?

Thibaut BESOZZI, sociologist, Research Department of the IRTS de Lorraine, and associate researcher at LIR3S – University of Burgundy Europe.

With the support of Solinum.

Examining objectively the various approaches to welcoming, listening to and guiding people that are evident in a number of organisations, with a view to identifying their impact on those being welcomed and on the volunteers providing that welcome.

Volunteer work and involvement with organisations in student and personal life.

Maxime DUVIAU,

Sociologist, Pau University.

Understanding how student engagement, depending on individual and regional resources and support mechanisms, shapes identities, skills and trajectories in order to guide fairer and more effective support practices.

Logistical cooperation in the food aid sector: practices, benefits and factors affecting sustainability.

Gwenaëlle RATON,

Geographer, Gustave Eiffel University.

Investigating the logistical cooperation practices, and even forms of collective action, specific to the food aid sector in France.



The Bénévo'Lab programme



Bénévo'Lab is our flagship programme for strengthening the link between research, action and society. It is a participative research programme within the French Red Cross family, initiated by those who carry out the actions on a daily basis, i.e. the volunteers and employees. The idea is to enable them to find insights and solutions to the difficulties they may encounter in the course of their work. The Foundation is proposing to provide them with a think-tank to support them through tailor-made research aimed at providing a clear and operational response.

The two research projects launched last year were completed in 2025. Understanding and promoting the social acceptability of new reception facilities for asylum seekers.

Isabelle WILHELM,

Ph. D. in Anthropology, Free University of Brussels (Belgium).

Project proposed by the “ex-peer advisers” of the French Red Cross.

Identifying the determinants influencing the social acceptability of asylum seekers and propose strategies to improve the integration of new reception centres by local populations.

Well-being and mental health of French Red Cross learners.

Jean-Luc RINAUDO,

University Professor of Education Sciences, Rouen-Normandie University.

Project proposed by Croix-Rouge Compétence, the health-and-social training branch of the French Red Cross.

Shedding light on the mental health of learners undergoing vocational training in Red Cross health and social work schools in France.

At the end of the 2025 call for proposals, two research proposals were selected. They were then submitted to the scientific community and two researcher-volunteer pairs were put together and monitored by the Foundation's team.

Supporting an exploration of resources in response to eco-anxiety and the climate emergency among young French Red Cross volunteers.

Jean LE GOFF,

Psychosocial Scientist, lecturer at the ESTA Centre.

Project proposed by Susana Nascimento Rodrigues, a volunteer at the Puteaux local unit and National Youth Officer for the environment at the French Red Cross.

Exploring environmental concerns among young volunteers of the French Red Cross, in relation to their connections and tensions with the organisation's activities, through the establishment and promotion of Climate Cafés, a method for sharing feelings about the environmental crisis in a group setting.



Mayotte facing Cyclone Chido: forms, constraints, catalysts and sustainability of spontaneous mobilisation in response to disasters.

Fahad IDAROSSI, Geographer, associate researcher at LAGMA (Paul Valéry University).

Project proposed by Gilles Filleau, Head of Disaster Risk Reduction at the French Red Cross's Department of Education, Prevention and Family Ties.

Analysing inter- and intra-organisational cooperation and coordination practices during the response to Cyclone Chido in Mayotte, in order to identify the dynamics, obstacles and levers involved, and to draw useful lessons for the French Red Cross and all crisis management actors.



The Ukraine Emergency Research programme

Assembling hospitality. Hosting Ukrainian seniors in exile in France.

Giovanni MATERA, Doctor of Sociology, École des Hautes Études en Sciences Sociales (EHESS).

Evaluating the quality of care-management provided to Ukrainians exiled in France, based on a survey in two regional psychosocial trauma centres (CRPs) equipped to care for migrants.

Ukrainian exiles in France: livelihood strategies cooked up from scratch.

Denys GORBACH, Doctor of Sociology, Sciences Po Paris. *Shedding light on the survival strategies devised and implemented by Ukrainian exiles given refuge in France since 24 February 2022.*

Citizen engagement for Ukrainians: a response outside the big cities.

Jordan PINEL, Doctor of Geography, Université de Poitiers. *Exploring the forms of citizen solidarity that are emerging to support Ukrainian exiles outside major cities in France, particularly in rural areas.*

Improving the integration of Ukrainian refugees in France and reducing psychological violence.

Tetiana STOIANOVA, Doctor of Law, University of Odessa (Ukraine).

Identifying a reliable method to measure loneliness and an effective approach to reducing loneliness among Ukrainian refugees in order to improve their social connections within their host society and alleviate the psychological violence they may experience.

The involvement and diversity of humanitarian and social actors and networks in supporting the integration in France of people affected by the Ukrainian conflict.

Isabelle DELORME, Doctor of History, Sciences Po Paris. *Identifying and mapping actors involved in the integration of Ukrainian refugees in France and determining their actions and interactions.*

The Mayotte Emergency Research programme

Following on from the French Red Cross's emergency response and its support for communities affected by Cyclone Chido, which severely impacted the Mayotte Archipelago in December 2024, the French Red Cross Foundation has joined forces with the French Red Cross to relaunch the emergency research programme. The programme has selected three research proposals, which will be carried out until the end of 2026, focusing on various aspects of the disaster and the response to it.

PRReAC: Prevent, Respond, Reconstruct After Chido.

Loïc PEYEN, Ph.D. in Environmental Law, Senior Lecturer in Public Law at the Toulouse Law School (Toulouse Capitole University). *Examining the relevance and adequacy of the legal framework for natural risk management in France, based on Cyclone Chido in Mayotte.*

HUMAY: HUMANitarian and MAYotte.

Alice CORBET, anthropologist, researcher at the CNRS, research fellow at the IRD, affiliated with the UMR "Les Afriques dans le Monde" (LAM). *Analysing the humanitarian and institutional response to Cyclone Chido in Mayotte in order to understand how the territory's unique socio-political context influences the coordination, perception and effectiveness of emergency interventions.*

Recovery after the storm: an analysis of the impact of a mobile healthcare initiative on access to primary care in Mayotte.

Mathilde HESLON, Ph.D. in Anthropology (IRIS-EHESS). *Studying the effects of Cyclone Chido on access to healthcare in Mayotte, as well as the measures deployed by the French Red Cross in response, in order to draw lessons for the future.*

The APRIS method

TRANSFORMING ACTION RESEARCH INTO SOCIAL INNOVATION

The French Red Cross Foundation, in partnership with the agency Ellyx, developed the tailored Post-Research and Social Innovation Workshop (APRIS) methodology to amplify the social impact of the research projects it supports in collaboration with the non-profit sector. Since 2023, APRIS has focused on co-creating changes in humanitarian practices and social action. APRIS workshops are typically held six to twelve months after a research project concludes – a critical juncture when findings can be explored, debated and transformed into actionable change and improved practices. This approach cements the Foundation's role as a knowledge catalyst, accelerating the pace of social innovation.

How? At the heart of APRIS is a one-day collective intelligence workshop, designed as a platform for exchange and co-development. By convening researchers, field practitioners, policymakers and affected communities, the workshop fosters the sharing of knowledge and experiences to translate research findings into actionable steps. This workshop is part of a multi-stage process that includes preparation and mobilisation, the workshop itself, reporting and follow-up to produce operational roadmaps tailored to local contexts and challenges.

Where? Close to operational contexts, including regional and local delegations, and strategic resource locations like the French Red Cross Campus in Paris. This fosters strong local engagement and engages both national and local ecosystems in the process.

In 2025, 3 workshops explored key challenges:

APRIS 1

Disaster Memory/Hauts-de-France (French Red Cross Resilience Hub, Mazingarbe): based on Francisca ESPINOZA's sociological research, this session explored how memory strengthens local preparedness and resilience.

The session resulted in four interconnected roadmaps, aimed at strengthening the risk prevention, management and reduction practices of the French Red Cross in the Hauts-de-France region.

APRIS 2



Volunteering of Displaced People/Bouches-du-Rhône (Bouches-du-Rhône Regional Directorate of the FRC, Marseille): guided by anthropologist Leila A, this session focused on identifying patterns of engagement and mechanisms for social inclusion.

The workshop enabled the development of three complementary roadmaps, the main aim of which is to organise the reflection on the involvement of exiled volunteers.

APRIS 3

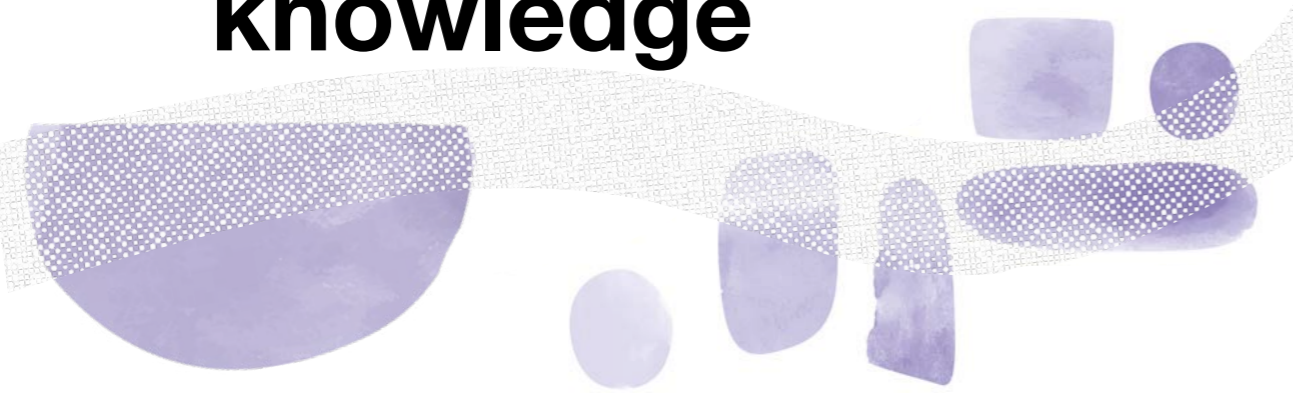


Vivre@lamaison/Île-de-France (French Red Cross Campus): working with sociologist Louis BRAVERMAN, this session centred on co-developing strategies to enhance home-based care.

The workshop produced 3 structured roadmaps that help to strengthen support and anticipate needs, with a view to enabling older people to continue to live at home and combating social isolation.

The Foundation's APRIS methodology aims to bridge research and action to deliver tangible and sustainable social change.

05 Disseminating and sharing of knowledge



Publications and scientific resources

IMPROVING ACCESS TO RESEARCH

Connecting with the scientific community



4 new scientific articles, *les Papiers de la Fondation*



6 publications by researchers in peer-reviewed scientific books or journals

Diane ALALOUF-HALL, "The challenges of decolonisation and international solidarity", *L'Année Philanthropique*. Printemps 2025, vol.6. (published in French).
Emmanuelle DURAND, "From clothing donations to waste dumps: policies and practices surrounding textile waste", *Journal des anthropologues*. 2025, n° 180-181 (published in French)

Cheikh FAYE, "Assessing People's Vulnerability to Urban Flooding in the Context of Climate Change: A Case Study of Six Districts in Ziguinchor, Sénégal" *Geoinformatics for Flood Risk Management*. [s.l.] : CRC Press. 2025, a, p.
Cheikh FAYE, "The Resilience of Populations to the Risks of Flooding, in the Context of Climate Change: What Level of Vulnerability of the Population in Ziguinchor (Senegal)?" in Anand ACHARI, Harshad BHATIA, Anil NAGRATH, et al. (eds.). *Environmentally Sustainable and Socially Resilient Urban Development and Management*. Cham : Springer Nature Switzerland. 2025

Denys GORBACH, Yevheniia POLSHCHYKOVA, et Anastasiya RYABCHUK "Ukrainian refugees in France seeking accommodation: uprooted strategists", *Critique internationale*. 1 July 2025, vol.107, no 2.
Stéphanie MALTAIS, Maryam SARR, et Maciré SYLLA "Exploring the dimensions of success in health crisis management: An exploratory qualitative study in Guinea", *International Health Trends and Perspectives*. 27 July 2025

Connecting with the professionals and decision-makers



7 new issues in the *Pratiques & Humanités* series (policy briefs)



1 synthesis report on research and analysis carried out in Africa and the Middle East



3 new issues of the *Alternatives Humanitaires* Review

The Foundation, co-founder of the journal, contributes to its development by providing human and financial resources.

March 2025, Issue 28
 "The crisis of humanitarian action in the age of climate change"

July 2025, Issue 29
 "Communication challenges in the era of fake news and 'post-truth'"

November 2025, Issue 30
 "Aid in danger: after the shock of 2025, the consequences and the response"

The Foundation, as a co-founder of the review, contributes to its development by providing human and financial resources.

Connecting with civil society and the general public



4 new episodes of our *En-Quête d'Humanité* podcast



3 video portraits of 2025 research awards winners (see page 11) ew

Ludovic JOXE, "When the Red Carpet Falls Short: Access to Healthcare for Ukrainian Exiles in France", episode 10, May 2025

Dima EL KHOURI, "Risk perception and social cohesion in Lebanon", episode 12, May 2025

Armelle KLEIN, "Ageing in exile: the experience of older Ukrainian refugees in France", episode 11, May 2025

Emmanuelle DURAND, "Behind the fabric, lives: rethinking clothing in precarious situations", episode 13, November 2025

14 videos published on our YouTube channel for over 900 followers

Around 50 posts published on LinkedIn for over 40,000 followers (+ 9% vs. the previous year)

All our publications are freely available on our website www.fondation-croix-rouge.fr/en/publications-2-2/ as well as on HAL and Academia

All our videos can be viewed on our YouTube channel www.youtube.com/c/FondationCroixRougefrancaise

Discussion spaces

ADVANCING DEBATE AND ENGAGING WITH IDEAS

The *Rencontres de la Fondation*



An annual scientific day, the *Rencontres de la Fondation* invite researchers supported by the Foundation to come and present the results of their work, and then to put them into perspective with practices, during themed round tables, inviting researchers and practitioners from social action or international solidarity. In 2025, the *Rencontres de la Fondation* was organised in partnership with the Sorbonne School of Political Science, and students on the school's Master's programme in "Development and Humanitarian Action" gave a presentation at the end of the day on the lessons they had learnt from the discussions.

Rencontres de la Fondation
5th edition "Facing crises, shaping knowledge"
Université Paris 1 Panthéon-Sorbonne
5 November 2025

The *Instant-Recherche* webinars

The *Instant-Recherche* is an online round table (webinar) designed to spark dialogue between researchers and stakeholders on a given topic. The experts invited by the Foundation participate in a free-flowing and rigorous discussion, where the diversity of knowledge, practices and principles opens up new horizons for the research the Foundation supports and the emergence of innovative models for action.



Instant Recherche 12
"Losing autonomy: what options are there for dependent elderly people?"
With Louis BRAVERMAN, Sociologist, Lauriane DOS SANTOS, Doctor in Sociology at Françoise FROMAGEAU, Geriatrician and vice president of the French Red Cross Foundation
Online
31 March 2025

Instant Recherche 13
"Emergencies and long-term challenges: food aid needs to be reimagined"
With 3 Anthropologists: Emmanuelle DURAND, Alexandra GALITZINE-LOUMPET, and Jérémie GROJNOWSKI
Online
8 October 2025

The *Pause-Culture-Recherche* discussions

To foster encounters between humanitarian actors and researchers in the humanities and social sciences, the Foundation regularly organises its *Pauses-Culture-Recherche* at the French Red Cross Campus in Montrouge. Through these events, it aims to embody the link between research and society in a concrete way, through feedback and collaboration between researchers and humanitarian and social actors, as well as artists and writers.



"From a child protection charity to international NGOs: the journey of a former member of the *Battalion of Lost Children*"
With Boris MARTIN, author and editor-in-chief of the review *Humanitarian Alternatives*
Campus Croix-Rouge, Montrouge
5 March 2025



"Relations between the academic sector and humanitarian organisations: an American perspective"
With Virginie TROIT, Director of the French Red Cross Foundation, and recipient of a grant from the Franco-American Fulbright Commission as part of the NGO Leaders programme
Campus Croix-Rouge, Montrouge
10 July 2025



"Comic books: the 9th art used for humanitarian causes"
Featuring three comic book authors: Catherine MONNOT-BERRANGER, Kek et Nicolas WILD
Campus Croix-Rouge, Montrouge
24 September 2025



"Different perspectives on sensitive areas: understanding and working in high-risk zones"
Featuring two political scientists: Aghiad GHANEM et Christelle CALMELS
Campus Croix-Rouge, Montrouge
4 December 2025

Other events in 2025

The Foundation also organises or participates in other events related to humanitarian and social action. Through the organisation of round tables or the presence of its representatives (researchers, members of the governing bodies or team), the Foundation mobilises its expertise, promotes its values and demonstrates the contributions of research.



Osaka World Expo (Japan)
Conference organised by Glow Red and the Japanese Red Cross: "The role of leaders in building inclusive organisations"
Moderated by Virginie TROIT, Director of the Foundation in the Women's Pavilion of the exhibition
9 September 2025



8th Conference of the International Humanitarian Studies Association (IHSA)
Roundtable on the future of humanitarian research, organised and moderated by Virginie TROIT, Director of the Foundation, and Maria GABRIELSEN JUMBERT, researcher at the Peace Research Institute Oslo (PRIO)
Istanbul
15 October 2025



2nd anniversary of the French Red Cross's OASIS programme
Discussion on mental health support for refugees
Featuring a presentation of research conducted by URMIS on the programme, with support from the Foundation
Discussions moderated by Vincent LEGER, research officer at the Foundation
French Red Cross Campus
4 December 2025

RC3 Consortium actions



In 2025, the Foundation continued to actively support the Red Cross Red Crescent Research Consortium (RC3), convinced of the value of peer-to-peer dialogue and cooperation with universities worldwide. A member of the RC3 Steering Committee, the Foundation plays a central role in coordinating the network's operations, in conjunction with the IFRC and the Operational Research Centre of the IRCC.

What is the RC3?

Founded in 2019, the RC3 is an open, collaborative and coordinated network of entities and initiatives within the International Red Cross and Red Crescent Movement fully or partially dedicated to conducting and promoting humanitarian research.

In 2025, the RC3 had **26 active members** across continents, including research departments, global and regional IFRC reference centres, labs, hubs, academies and foundations set up by one or more National Societies.

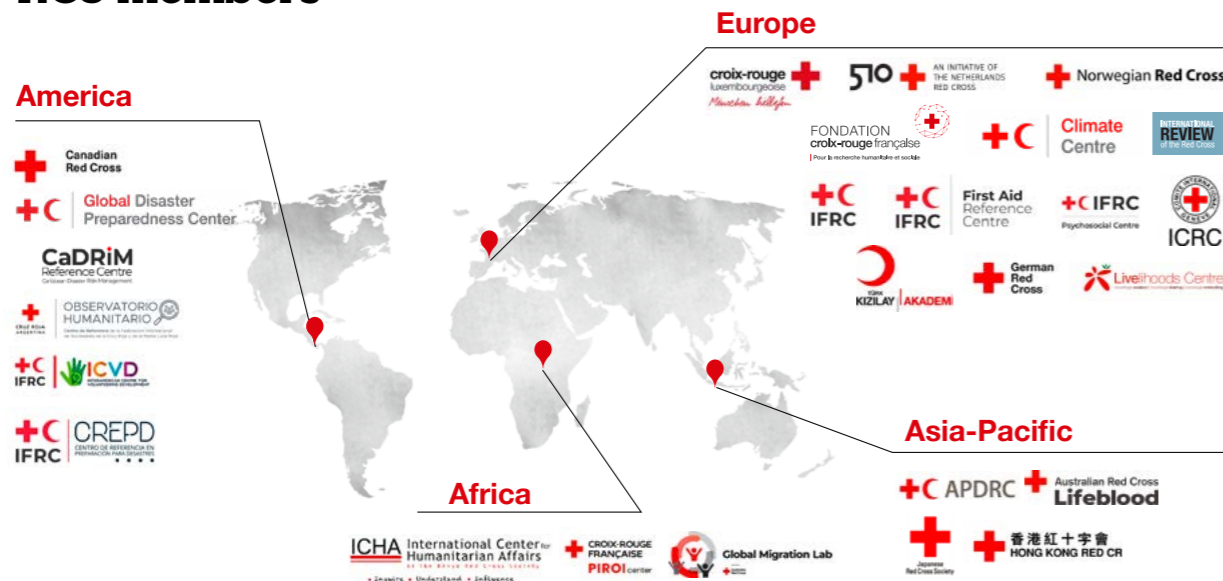
In addition to sharing their expertise, RC3 members collaborate to help the Movement build a research culture and apply it to meet the objectives and missions set out in its strategic frameworks. Members work with National Societies, the International Federation (IFRC) and the International Committee of the Red Cross (ICRC) to help them build safer, more resilient and more sustainable communities.

The Foundation is actively involved across all RC3 operations, including its steering committee, coordination and administrative functions.

Learn more: www.rc3research.org/home



RC3 members



RC3 at a glance



Second RC3 Long Night of Research



Launched by the RC3 in 2023, the Long Night of Research is a 24-hour global online event that fosters dialogue between researchers, practitioners and volunteers of the Red Cross Red Crescent Movement. This year, discussions explored the theme of “Science in the Service of Humanity”, addressing global humanitarian challenges in six key areas. Bringing together over 900 active participants from 70 countries, the event highlighted the value and relevance of this initiative. Recorded sessions are available on the event platform and on the RC3 YouTube Channel.

Global RC3 Research Workshop in Istanbul

RC3 has organised a three-day meeting every year since 2019. Its three goals are to strengthen peer-to-peer support on research and organisational issues, to ensure the Consortium's long-term future and development, and to adopt an action plan targeting the scientific community as well as humanitarian volunteers and professionals. In 2025, the event was co-organised with the Turkish Red Crescent Academy and hosted in Istanbul, Turkey, to make it easier for network members to attend the 8th International Humanitarian Studies Association (IHSA) conference.



RC3 and the Foundation at the 8th IHSA Conference

The **International Humanitarian Studies Association (IHSA) conference** is a leading global meeting of researchers and practitioners in the field of humanitarian studies. Twenty-two members of the RC3 network, including the Foundation, attended this year's event. As well as helping to organise the RC3 roundtable on “Bottom-up research” within the Movement, the Foundation also ran a panel on the future of humanitarian

research, in partnership with the Peace Research Institute Oslo (PRIO). The network's growing presence at the conference reflects its increasing maturity and the Foundation's position as a leading international scientific actor in humanitarian studies.

06 Measuring our social utility



Read the full 2023 report here: www.fondation-croix-rouge.fr/rapports-utilite-sociale/

The social utility pathway: from research to action

The Foundation has been measuring its social utility since 2023. More than an assessment tool, this approach is a strategic benchmark shared with our scientific, humanitarian and philanthropic partners, with a view to continuously improving our programmes. Our mission is clear: **to support high-level social science research on the front lines of crises, with a view to sustainably transforming practices and informing decision-making.**

Our method: "utility pathways". Inspired by the IRD impact pathway methodology, our approach aims to identify the impact of our work from lab to field.

At the end of our strategic cycles, we publish comprehensive reports. For this interim year, however, we have produced a progress update structured around six key criteria across two fields:

- **The scientific field:** producing and disseminating high-level knowledge.
- **The humanitarian and social field:** addressing gaps and transforming practices.

Measuring our social utility ensures that every research project translates into tangible benefits for society.

The Foundation's utility pathway in the scientific field

C1
Supporting the production of new knowledge in the social sciences and humanities to address humanitarian and social issues

- The Scientific Advisory Board approved the "*Nouvelle donne humanitaire*" (New Humanitarianism) programme to study disruptions and reconfigurations within the humanitarian sector.
- 11 new research projects launched and 3 new research prizes awarded in 2025.
- 10 research publications by Foundation-supported researchers on completion of their work, including 6 in peer-reviewed journals or books.

C2
Developing action-research projects on humanitarian and social action.

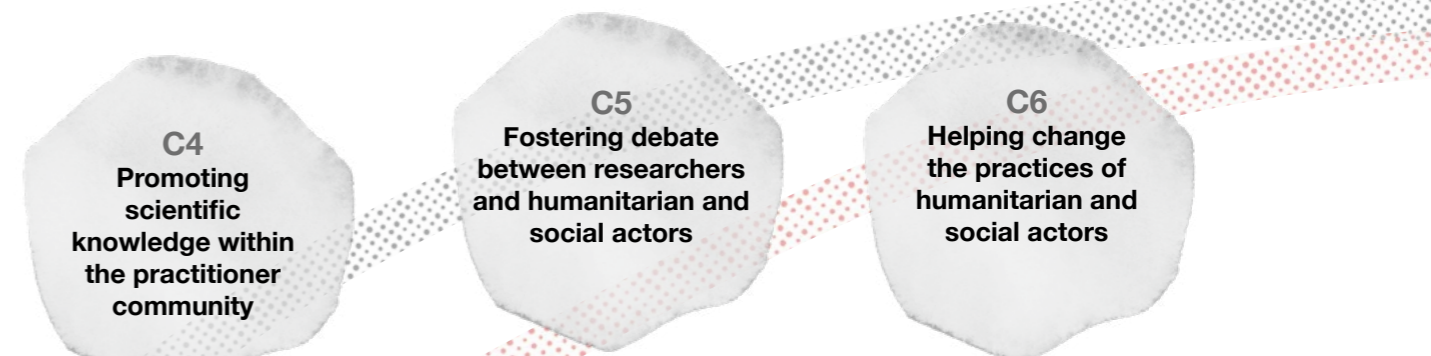
- **Bénévo'Lab** programme: 2021–2025 cycle completed with highly positive outcomes for this action-research programme, helping strengthen the link between society, science and innovation.
- Third activation of the "**Emergencies Research Programme**", supporting the French Red Cross in assisting populations affected by Cyclone Chido in Mayotte.

C3
Supporting local researchers working on the frontline of crises

Two complementary support dynamics:

- **Enhancing the visibility of national researchers and local knowledge:** direct support for researchers in sub-Saharan Africa and the Middle East, for example to study resilience mechanisms addressing climate and health shocks.
- **Diversity of crises and response contexts:** Researchers work across diverse settings, demonstrating remarkable agility and applying a rare, cross-disciplinary approach, including in Mayotte after Cyclone Chido, in Paris and the surrounding region on the reception of Ukrainian exiles, and in Syria studying the relocation of humanitarian organisations.

The Foundation's utility pathway in the humanitarian and social field



C4
Promoting scientific knowledge within the practitioner community

- Four episodes of the **En-Quête d'Humanité** podcast released on major streaming platforms, and seven new issues of the *Pratiques et Humanités* policy brief series, bringing the total to 55 publications.
- Contribution to two landmark reports: the **French Red Cross 2025 Resilience Report** and the **IFRC's 2026 World Disasters Report**, which focuses on harmful information.
- Literature monitoring with the journal **Alternatives Humanitaires** on the consequences of the sudden decline in international aid funding.

C5
Fostering debate between researchers and humanitarian and social actors

- Opening up debate on the ongoing reconfiguration of the sector to help researchers and practitioners understand each other during a period of increasingly rapid change:
- **Instant-Recherche** webinar on "The relationship between universities and humanitarian organisations: an American perspective".
- Co-organisation of the roundtable **The Future of Humanitarian Research** with the Peace Research Institute Oslo (PRIO) at the IHSA World Conference.

C6
Helping change the practices of humanitarian and social actors

- **Post-Research and Social Innovation Workshops (APRIS methodology)** as vehicles for social innovation: three workshops moderated by the Foundation led to the creation of stakeholder roadmaps.
- *"Offering a research perspective, this space gives field teams a rare opportunity to step back and brainstorm – a difficult task in day-to-day operations where key players are seldom in the same room."*
- CRf – APRIS/Home care for the elderly

Being useful and advancing research in the humanities and social sciences during times of crisis

1 - Adapting our response to the global context

In 2025, the international humanitarian order was significantly weakened, marked by the erosion of norms, declining levels of funding and increasing pressure on multilateralism. To better understand ongoing change and inform decision-making, the Foundation has **refocused its priorities** by adjusting fellowship themes, supporting more spaces for discussion and exchange, contributing more actively to research outputs and publications and improving information-sharing among sector actors.

2 - Accelerating social innovation efforts

The Foundation has stepped up its efforts to advance knowledge of vulnerability at a time when resources for social science research focused on this issue are scarcer and misinformation is on the rise. As traditional funders of the social sciences scale back and simplified narratives gain ground, the Foundation is expanding its efforts and implementing Post-Research and Social Innovation Workshops (**APRIS**) across multiple regions and French Red Cross programmes, translating research into concrete action closer to the field (see page 15).

07 Governance and operational team

In 2025, the French Red Cross Foundation was chaired from January to September by Mr Philippe Da Costa, President of the French Red Cross, who was succeeded as of October by Dr Caroline Cross, who had been elected President of the French Red Cross in July. The **Board of Administrators** comprises twelve directors, divided into four groups. During the 2025 financial year, it met four times, in April, June, October and December. In developing its scientific mission, it is assisted by a **Scientific Advisory Board** of 16 members, whose expertise in the Foundation's fields of activity is recognised. A group of 23 **Associate Experts** complements this multidisciplinary and multisectoral scientific governance structure, bringing together committed professionals from several continents. A **Financial Committee**, chaired by the treasurer, advises the Board of Administrators, finalises the financial statements and makes recommendations on financial matters.

Detailed biographies of the governing body members www.fondation-croix-rouge.fr/la-gouvernance/

Board of Administrators

College of Founders

Philippe DA COSTA
President (January to October)
Doctor in Educational Science, National President of the French Red Cross

Caroline CROSS
President (since October)
National President of the French Red Cross
Doctor

Anne LEBRETON
(since October)
Deputy Regional President for Île-de-France, French Red Cross

Françoise MALRIEU
(January to October)
Vice-President of the French Red Cross

Hubert PÉNICAUD
Secretary (January to October)
Head of Engagement and Volunteer Relations at the French Red Cross

Marc VANESSION
Secretary (since October)
Head of Programme Development at the French Red Cross

Cécile APTEL
Executive Director of the Geneva Academy of International Humanitarian Law and Human Right



College of Institutional Partners

School of Advanced Studies in the Social Sciences (EHESS)
Represented by Anne RASMUSSEN
Historian, Director of Studies

School of Advanced Studies in Public Health (EHESP)
Represented by Sylvie OLLITRAULT
Doctor of Political Science, Director of Research

Research Institute for Development (IRD)
Represented by Alexandre MAGAT
Head of Multilateral Affairs, Partners and International Donors

Government commissioner

Philippe VIGNES
Prefect

College of Expert Members

François GAUTHEY
Treasurer
Engineer and Partner at Priscus Finance

Philippe RYFMAN
Professor at the Sorbonne's European Centre for Sociology and Political Science

Patrice PAOLI
Diplomat

Marc AUDRIT
(January to October)
Communication consultant

College of Friends

Françoise FROMAGEAU
Vice President
Doctor of Medicine, Deputy Regional President for Brittany, French Red Cross

Scientific Advisory Board

Laurent VIDAL
President
PhD in Anthropology from the University of Paris-Descartes-Sorbonne, research director at IRD

Pr Francis AKINDES
Vice-president
Professor of Political and Economic Sociology at the Alassane Ouattara University in Bouaké (Côte d'Ivoire)

Malika AIT-MOHAMED PARENT
Independent international expert in anti-corruption, Former Under-secretary General, Governance and Management Services at the International Federation of the Red Cross and Red Crescent Societies (Switzerland)

Laetitia ATLANTI-DUAULT
Doctor of Anthropology, Vice President Europe of Paris-Cité University, President of the Covid-19 Ad Memoriam Institute, Director of research at IRD

Pr Christian DE BOISSIEU
Economist, Member of the Académie des technologies, vice-president of the Cercle des économistes

Pr François BRICAIRE
Professor of Medicine, Member of the National Academy of Medicine

Yvan CONOIR
MEAL Coordinator at Expertise France, Lecturer at Sciences Po Paris, at Laval University (Canada) and UPPA

Pr Éric DELAPORTE
Professor of Medicine in infectious and tropical diseases at the University and CHU de Montpellier

Pr Serge PAUGAM
Sociologist, Director of Studies at EHESS, Director of Research at CNRS

Pr Gautier PIROTTE
Professor of Socio-Anthropology of Development at the University of Liège (Belgium)

Jocelyn RAUDE
Lecturer researcher in the "Health and Society" department of the IRD and lecturer in the Humanities and Social Sciences Department of EHESP

Sandrine REVET
Doctor of Anthropology, Research Director at the CERI Sciences Po Paris

Pr Marie-Caroline SAGLIO-YATZIMIRSKY
Clinical Psychologist, University Professor at INALCO and Director of the *Institut Convergences Migrations*

Pr Marc-Henry SOULET
Full Professor of Sociology, Chair Holder of the Social Work and Social Policy Chair at the University of Fribourg (Switzerland)

Pr Mahaman TIDJANI ALOU
Associate Professor of Political Science, Dean of the Faculty of Economic and Juridical Sciences at the Abdou Moumouni University in Niamey (Niger)

Isabelle VONECHE-CARDIA
Humanitarian historian lecturer researcher at EPFL (École polytechnique fédérale de Lausanne) (Switzerland)

Associate Experts

See the list of 23 associate experts at www.fondation-croix-rouge.fr/en/the-team-2-2/

Executive Team

Virginie TROIT
Director

Mélanie MILLET (since May)
Administrative and Financial Manager

Vincent LEGER
Senior Research Officer

Louise BAUMANN
Research Officer specialising in action research and participatory research
Research Officer specialising in action research and participatory research

Caroline VITAGLIONE
Administration & Communication Officer

Task Officers and Research Assistants
(work-study programme, internship or contract- staggered presence over the year)

Camille RAILLON
Ph.D. in Political Science

Colline THIERRY
Science Po Paris

Léna MARTY
Panthéon-Assas University

Hanae GALLETTO
Rennes University



Skills-based Sponsors

Ronald BOUCHER
Web and Digital Strategy Expert

Louis PLATIAU
Real Estate Expert

09 Financial report

Finances and presentation of annual accounts

The financial statements for the year ending 31 December 2025 are the ninth financial report of the French Red Cross Foundation since it was granted public utility status on 1 September 2017. The Foundation reported a €101,000 deficit in 2025, compared to €46,000 in 2024.

A scientific mission in transition

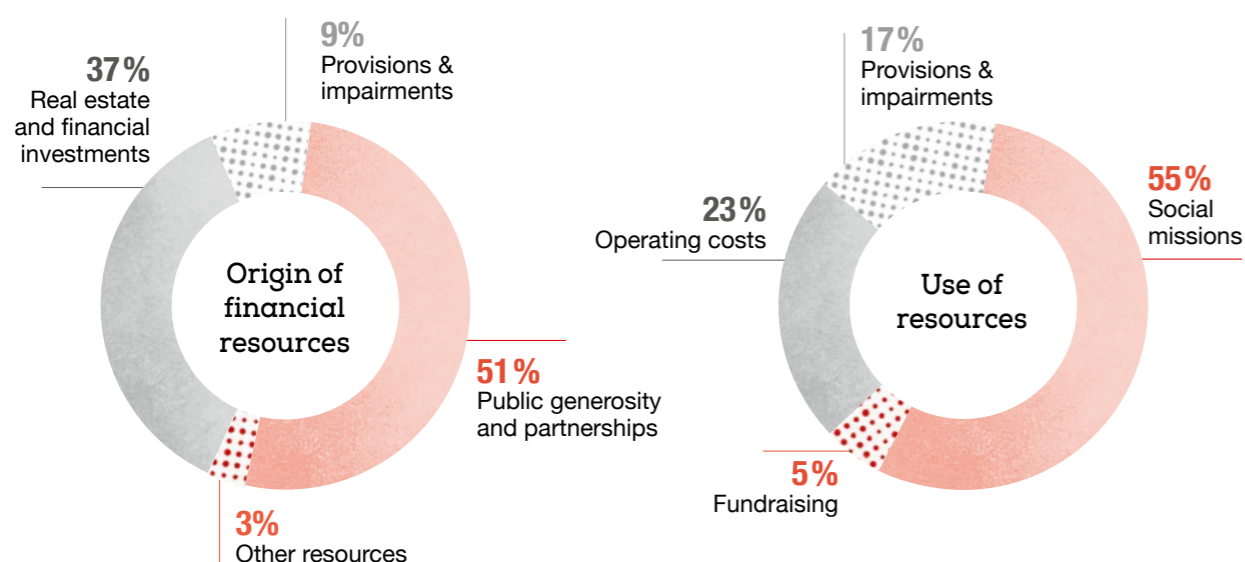
The French Red Cross Foundation launched 13 new research initiatives this year as part of its scientific activities, six of which are funded by new partnerships signed in fiscal 2025. In parallel, 10 researchers completed their work in 2025, compared with 17 in 2024 and seven in 2023. These projects will each be the subject of publications in 2026. Partnerships with International Red Cross and Red Crescent Movement members currently account for most of the portfolio, as in 2022 and 2023, whereas the bulk of 2024 funding was derived from private partners outside the Movement.

During 2025, the Foundation stepped up the implementation and visibility of its action-research projects, mostly in France, including four Post-Research and Social Innovation Workshops (APRIS methodology), with others already scheduled for 2026.

Diverse resource base

To maintain its independence and fulfil its research missions, the Foundation is pursuing a resource mobilisation strategy focused on the active diversification of its funding sources, domestically and internationally:

- Real estate revenues
- Partnerships with the private sector, including corporations and foundations
- Partnerships with French Red Cross entities and the International Red Cross and Red Crescent Movement
- Public fundraising appeals
- State subsidies
- In-kind contributions of services and skills
- Financial income from investments



Income statement

Income statement	2025 (k€)	2024 (k€)	%
Sponsorship and financial contribution	410	505	-19%
Donations	136	105	30%
Property income	326	341	-5%
Other income	62	60	4%
Total	934	1 011	-8%
Operating expenses	1 069	1 073	0%
Financial result	34	16	111%
Net income	-101	-46	

2025 results: key highlights

- Revenue recognition from research partnerships is down slightly; however, it should be noted that the 2024 results represented an all-time high.
- Fundraising reached €136,000, representing a 30% increase compared to the previous two years.
- The drop in real estate income is attributable to tenant vacancies across three properties.
- Operating costs were kept under close control, reflecting disciplined management despite a challenging economic landscape. This was further compounded by a significant write-down of the property portfolio, following the mandatory biennial appraisal.
- Lastly, the financial result doubled, driven by the full-year effect of a €930,000 cash investment placed at the very end of 2024 in a savings account, despite lower interest rates.

Balance sheet

Assets	2025 (k€)	2024 (k€)	Liabilities	2025 (k€)	2024 (k€)
Fixed assets	4 213	4 326	Equity	5 390	5 490
Financial assets	199	211	Debts	1 690	814
Receivables	1 148	360			
Cash	1 520	1 408			
Total	7 080	6 305	Total	7 080	6 305

In 2025, the main balance sheet ratios remained stable:

- Assets consisted of 62% fixed assets, mainly real estate and financial investments, which strengthen the Foundation's endowment.
- The rise in both receivables and debts is primarily linked to the signing of the 2026–2030 framework contract with the French Red Cross.
- The cash position of €1.5M is supported by a streamlined action plan focused on collections and investments.

Net result allocation

The net result for the financial year is a negative balance of €- 101,000.
At financial year end, the equity breakdown is as follows:

Endowment	3 627 k€
Other initial capital	300 k€
Other reserves	390 k€
Retained earnings	- 927 k€
Current result	101 k€
Net equity	3 290 k€
Expendable Equity	2 100 k€
Total equity	5 390 k€

Additional information

Please note that:

- No equity investment was made by the Foundation during this financial year
- A Financial Committee assists the Board with regard to financial investments, resource management and budgetary and accounting control
- The annual accounts are reviewed and certified by two statutory auditing firms, Forvis Mazars and Deloitte & Associés
- These are published on the French DILA (Direction of Legal and Administrative Information) website for Official Gazettes

"We certify that, in light of French accounting rules and principles, the annual accounts are regular, sincere, and give a faithful picture of the result of the operations over the past year, as well as of the Foundation's financial situation and assets at the end of this year."

Jérôme EUSTACHE
Certified Auditor
at Mazars

Estelle EVEN
Certified Auditor
at Deloitte & Associés

10 Outlook for 2026

A year ago, it was already clear that 2025 would be a pivotal year for humanitarian action. As we enter 2026, the stark reality of lives lost, the destruction of property protected under international law, and drastic cuts to international funding have laid bare the scale of the threats we face and the urgent need for rapid, collaborative action. In response, the Foundation expanded its engagement starting in February, partnering with specialised researchers, humanitarian NGOs, human rights groups and environmental organisations. To adapt to this evolving landscape, the team introduced a shared document-monitoring process, expanded its programme of events beyond initial expectations and strengthened its participation in national and international forums. In a world undergoing radical change, we reaffirmed our dual identity as both the Red Cross and an outward-looking, research-driven organisation and updated our strategic goals to better navigate today's complex and challenging environment. By the end of 2025, a clear consensus had emerged: humanitarian research and education forums are under threat just as social and humanitarian challenges are intensifying. Under the leadership of its new Board of Administrators, the Foundation is committed to bringing people together, fostering active participation and cooperation to support a professional sector caught off guard by recent changes, and advocating for the role of social sciences in understanding vulnerability and fostering solidarity.

In 2026, alongside its partners in the non-profit sector, foundations and the International Red Cross and Red Crescent Movement, the Foundation will fully implement the two goals of its 2030 strategic framework: supporting frontline organisations in better understanding and applying research to their work. To achieve these goals, the Foundation will launch a flagship programme for each objective over the next five years. This first, "New Humanitarianism" builds on the work of the "Humanitarian Transition" programme. Through funding for fellowships, awards, syntheses, publications and events, the Foundation is positioning itself as a leading platform for dynamically engaging with humanitarian knowledge in the French-speaking world, prioritising empirical research and the work of researchers in crisis-affected situations. The second, Bénévo'Lab, a participatory research programme developed with the French Red Cross, empowers volunteers to set research priorities. This programme

is now complemented by APRIS (Post-Research and Social Innovation), a methodology tested across four regions in 2025. APRIS advances our understanding of innovation, starting at grassroots level, and ensures findings are translated into scalable, real-world solutions. Additionally, the "Research in Emergencies" programme continues, with ongoing monitoring of four projects in Mayotte focused on response to Cyclone Chido. As well as generating new research, the Foundation remains committed to nurturing a culture of research through international leadership as the focal point for the RC3 Research Consortium, co-led with the IFRC and the ICRC, and national engagement via "Pause-Culture-Recherche" sessions at the Red Cross Campus, "Instant Recherche" webinars and annual international meetings.

Thanks to the diversification of its resources, as evidenced in the 2025 accounts, the Foundation is not expected to suffer from the short-term effects of public or international funding cuts. A recent study on resource mobilisation has also identified the strategies necessary to ensure the Foundation stays on track for its 2030 objectives. By adding new development skills and strengthening partnerships with the French Red Cross and the foundation community, we are well positioned to achieve our research ambitions.

Despite a challenging funding environment for academic work and solidarity in 2026, the Foundation will continue to bridge the gap between society, research and innovation. Supported by a dedicated community, we will advance our mission to "face crises and shape knowledge" through continuous learning.



Virginie TROIT
Director

List of key abbreviations and acronyms

AFD	Agence française de développement (French Development Agency)
CDCS	Crisis and Support Centre (of the Ministry for Europe and Foreign Affairs)
CNRS	Centre national de la recherche scientifique (French National Centre for Scientific Research)
CSO	Civil Society Organisations
EHESP	École des hautes études en santé publique (School of Advanced Studies in Public Health)
EHESS	École des hautes études en sciences sociales (School of Advanced Studies in the Social Sciences)
FRC	French Red Cross
EHPAD	Établissements d'hébergement pour personnes âgées dépendantes (Residential establishments for dependent elderly people)
ENS	École normale supérieure (French Grande École)
EPFL	École polytechnique fédérale de Lausanne
ESSEC	École supérieure des sciences économiques et commerciales (French Business School)
GFARC	Global First Aid Reference Center (Centre mondial de référence des premiers secours)
ICRC	International Committee of the Red Cross
IFRC	International Federation of Red Cross and Red Crescent Societies
IHEID	Institut de hautes études internationales et du développement (Genève)
IHSA	International Humanitarian Studies Association
IRD	Institut de recherche pour le développement (French National Research Institute for Sustainable Development)
MEAE	Ministère de l'Europe et des Affaires étrangères (Ministry for Europe and Foreign Affairs)
MOVEMENT (the)	The International Red Cross and Red Crescent Movement
PIRAC	Plateforme d'intervention régionale Amériques-Caraïbe (Intervention Platform of the French Red Cross in the Caribbean)
PIROI	Plateforme d'intervention régionale de l'océan Indien (Intervention Platform of the French Red Cross in the Indian Ocean)
RC3	Red Cross Red Crescent Research Consortium
SHS	Sciences humaines et sociales (Humanities and Social Sciences)
SSE	Social and Solidarity Economy
UMR	Unité mixte de recherche (Joint Research Unit)
URMIS	Unité de recherche migrations et sociétés (Migrations and Society Research Unit)

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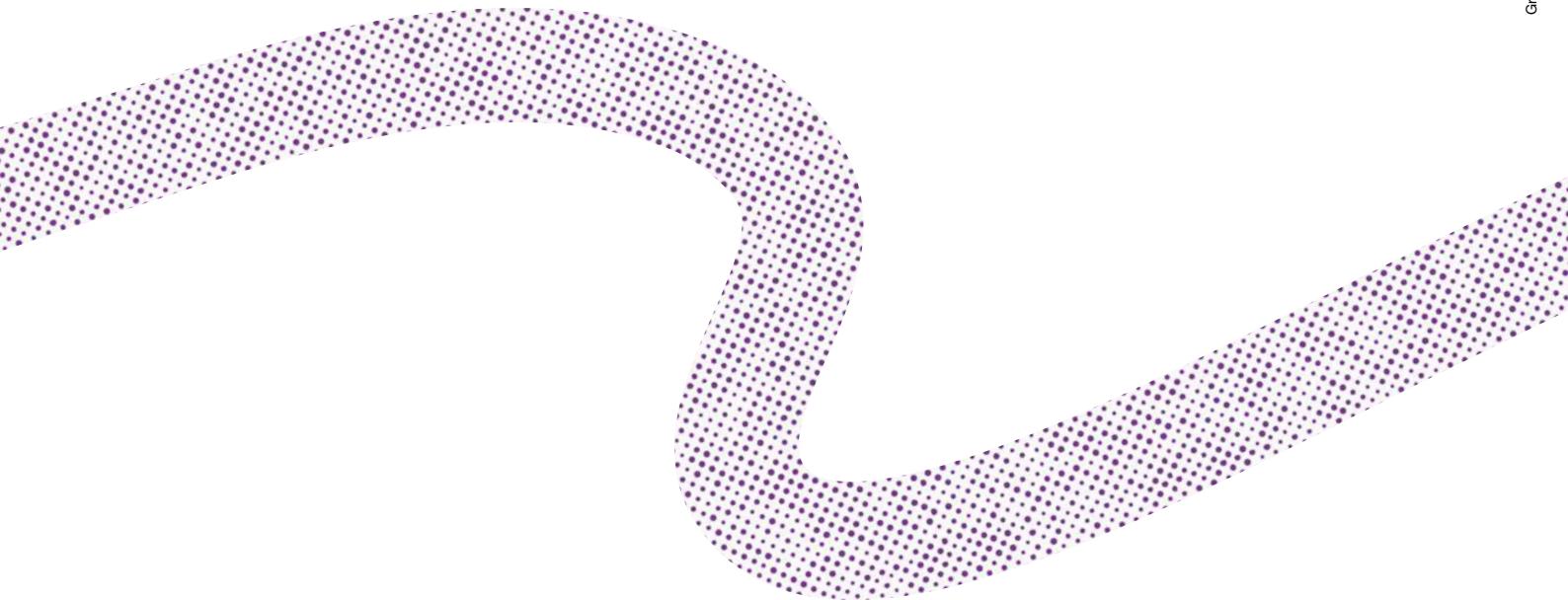
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Pages 18 & 19: French Red Cross Foundation - Page 21: RC3 - Pages 24 & 25: French Red Cross Foundation



The paper used for this report comes from responsible sources and contributes to sustainable forest management





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FONDATION
croix-rouge française



| For humanitarian and social research