Charity Registration No: 1145669
Company Registration No: 07886294 (England & Wales)

National Numeracy
Getting on with numbers



NATIONAL NUMERACY
(LIMITED BY GUARANTEE)

TRUSTEES' REPORT AND CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED 31 DECEMBER 2025

nationalnumeracy.org.uk

National Numeracy
Getting on with numbers

Legal and administrative information

Trustees	Perdita Fraser (Chair) John Ball (Treasurer) Paul Coffey Mary Gregory Karolina Joynathsing Graham Keniston-Cooper Chris Linton Catherine McClure Dipesh Patel Sandra Wallace CBE
Chief Executive	Samuel Sims
Charity number	1145669
Company number	07886294
Registered office & principal address	Unit 19 Sussex Innovation Centre Science Park Square Brighton BN1 9SB
Auditors	TC Group The Courtyard Shoreham Road Upper Beeding Steyning West Sussex BN44 3TN
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A message from our CEO and Chair of Trustees

Our charitable mission is to empower people to thrive by using numeracy to open up opportunities and access brighter futures, focusing on communities where the need is greatest. And in 2025, we made huge progress and created a significant impact right across the UK.

This year, over 112,000 children and adults participated in our programmes. Our campaigns inspired people to take over 1.4 million actions to improve their numeracy. And we sparked over 1.6 million online interactions on our social channels.

Whether in person, via intermediaries and partners or online, our efforts to improve the nation's numeracy have had far-reaching impact this year, particularly in communities where our support is most needed.

Empowering people to thrive using numeracy is at the heart of our work. We are the only UK charity delivering programmes dedicated to everyday maths and our services are needed more than ever: around half of working-age people in the UK have the numeracy skills of a primary school child; and poor numeracy costs the UK economy up to £25 billion a year.

Our innovative programmes are going from strength to strength, supported by an increasing number of pioneering organisations, to whom we extend our sincere and heartfelt thanks. The commitment, collaboration and belief in our mission consistently demonstrated by our partners, supporters, and vital funders has made a meaningful difference this year. Thanks to them, we are on a secure and sustainable financial footing, upon which we are helping more people build the confidence and skills with numbers that can transform lives. This support is at the heart of National Numeracy's impact, and we are deeply grateful.

By way of example, with our partners' crucial support, we trained 1,110 Numeracy Champions to support those with low numeracy in their communities. Meanwhile, over 5,500 parents attended Help Your Child Love Maths sessions, delivered through our successful Schools & Families programme.

From influencing education policymaking in Westminster, and launching recommendations to close the gender number confidence gap, to expanding our place-based work in Wales and the East Midlands: This year, our work to tackle inequality and support social mobility through improved numeracy gained significant pace and traction.

In 2025, National Numeracy responded in kind to the UK's numeracy crisis through partnership, evidence, and action, while laying the foundations for lasting change.

Sam Sims, CEO and Perdita Fraser, Chair

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Trustees' report

National Numeracy
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The trustees of National Numeracy are pleased to present their report together with the audited financial statements of the charitable company for the year 1 January 2025 to 31 December 2025. The trustees confirm that the Annual Report and Financial Statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) as amended by Update Bulletin 1 (effective 1 January 2015). Since the company and the group qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic report and Director's Report) Regulations 2013 is not required.

Objectives and activities

The UK remains in the grip of a numeracy crisis. Around half of work-age people have the numeracy skills of a primary school child and not getting on with numbers blights lives and livelihoods, contributing to pervasive problems from unemployment to poor health and debt.

National Numeracy has a vision for everyone in the UK to get on with numbers so they can get on in life.

Our mission is to empower people to thrive by using numeracy to open up opportunities and access brighter futures, targeting communities where the need is greatest.

The objectives of the charity are therefore to promote education for the public benefit in mathematics and numeracy. The policies and activities adopted in furtherance of these objects are set out in this report, and include engaging the public, schools and organisations with numeracy through our national campaigns, working with schools to support children, families and educators to feel more positive about maths and delivering adult numeracy support through the government's Multiply initiative and other targeted projects. The trustees have paid due regard to guidance on public benefit issued by the Charity Commission in deciding what activities the charity should undertake.

In 2025, we delivered the first year of activity against 2025-2028 strategic framework, focused on the Three Big Changes we want to see;

Big Change 1 – Numeracy for Equality

Numeracy improvement driving social mobility and gender equality.

Everyone has the opportunity to develop numeracy throughout life, regardless of socio-economic background or gender.

Big Change 2 – Numeracy for Success

A positive attitude to maths in the UK from cradle to career.

All of society understands the value that numeracy can bring to their lives, has the confidence to thrive and holds the belief that we can all get on with numbers.

Big Change 3 – Numeracy for Community

Communities empowered by number confidence.

Communities are motivated, empowered and supported to improve numeracy at the local level, creating opportunities throughout the lives of local people.

Our full strategy is available on our website.

Performance and Achievements

Numeracy for Equality

In 2025, number confidence gaps continued to limit opportunity, progression and participation in the UK, particularly for women.

That's why we launched our Numeracy for Gender Equality recommendations at an event kindly hosted by Capital One, bringing national attention to the barriers women face with number confidence at work. New research[1] revealed that more than a third of women felt discouraged from applying for jobs involving numbers and data, and highlighted how confidence, rather than ability, continues to shape career choices. This confidence gap affects not only individuals, but employers and whole sectors, restricting talent pipelines and slowing economic growth. Employers were urged to drive cultural change, adopt inclusive practices and support ongoing skills development.

Alongside this, we strengthened our policy influence. In March, our Chief Executive, Sam Sims, gave evidence to the Lords Select Committee on maths education, alongside National Numeracy Ambassador Bobby Seagull. Their evidence focused on adult numeracy and Functional Skills maths, highlighting how negative experiences of maths can create long-lasting confidence barriers, and why everyday numeracy must be made relevant, practical and non-intimidating. They emphasised the gap between exam-based maths and the numeracy skills people need for work, finances and daily life, and highlighted the role of initiatives such as the National Numeracy Challenge in rebuilding confidence. In a separate session, National Numeracy trustee Lynne McClure contributed evidence on school maths, setting out priorities for a more equitable system, including the case for a numeracy qualification for all, clearer guidance on the role of technology and AI in education, and stronger curriculum oversight.

In April 2025, we launched Feeling Better About Maths, a new CPD-accredited workshop designed to improve adults' confidence with numeracy in the workplace. The two-hour interactive online session was piloted with 48 participants across our Schools & Families programme, the NHS, and the Premier League Charitable Fund, including teaching assistants, NHS support staff and education professionals. Following the pilots, we continued delivery through our Schools & Families network, reaching a further 43 school staff by the end of 2025. The workshop supports participants to reflect on their relationship with maths, reduce anxiety, and take practical first steps to improve their skills, including engaging with the National Numeracy Challenge or other local provision. Feedback has been strongly positive, with participants reporting increased confidence and motivation to continue their numeracy learning, with some expressing an intention to progress towards formal qualifications.

In September 2025, in collaboration with our partner, Barclays LifeSkills, we launched three new numeracy resources hosted on the LifeSkills website. These included two new parent and carer tip sheets, tailored respectively for primary and secondary settings, and an updated version of the Maths in Everyday Life lesson plan for secondary school students. The lesson plan was designed for use by both educators and Barclays LifeSkills staff in volunteering roles, while the tip sheets also featured within our Number Confidence Week toolkits.

Together, these resources aim to build confidence with numbers in everyday contexts, support parents and carers to engage with numeracy at home, and extend our reach into secondary school settings, contributing to our shared goal of improving number confidence.

[1]From YouGov Plc. Total sample size was 2117 adults. Fieldwork was undertaken between 19th - 20th December 2024. The survey was carried out online. The figures have been weighted and are representative of all GB adults (aged 18+).

Numeracy for Success

In 2025, our Numeracy for Success work continued to focus on what most strongly shapes children's outcomes: not only what happens in classrooms, but the confidence, attitudes and behaviours of the adults around them.

Schools & Families Programme

National Numeracy's Schools & Families Programme expanded, enabling us to reach more primary schools as part of our response to the UK's numeracy crisis. The programme supports school communities to build more positive attitudes towards maths, while also helping parents, carers and school staff grow in confidence so they can better support children's learning at home. It provides training, practical resources and ongoing support, including Numeracy Champions training for staff, Family Maths activities for pupils, and parental engagement support. This year, 5,537 parents attended Help Your Child Love Maths! sessions delivered through the Schools & Families programme.

Through funding from Dysgu, who oversee the Curriculum for Wales grant support programme on behalf of the Welsh Government, we expanded our Schools & Families programme to reach up to 90 schools across Wales, commencing a two-year programme of support for pupils and the adults who support them. Adult attitudes were central to this work. Schools received CPD-accredited Numeracy Champion training, enabling staff to lead whole-school approaches to building confidence with numbers. This was supported by interactive adult learning sessions, including Feeling Better About Maths, helping parents, carers and staff address maths anxiety and develop more positive relationships with numeracy. Our Family Maths Toolkit was also translated into Welsh.

Across the programme we onboarded 402 schools in the year, against a target of 411, with significant growth from the prior year. 72 schools completed the programme in 2025 and feedback from the programme in the year showed that 91% of parents/carers felt more able to support their child with maths learning after attending a Help Your Child Love Maths! parent workshop. 91% of pupils felt more confident with maths having used the Family Maths Toolkit activities.

Volunteering Programme

It was the busiest year yet for our corporate volunteering programme since its creation in 2022. Thanks to the commitment of our volunteers, we were able to promote number confidence and positive attitudes to over 19,000 children across the UK, 1,400 more than in 2024. During the year, 115 trained volunteers from 13 supporter organisations, against a target of 179 and supporters supported 122 schools, reaching children across the UK.

Children benefitted from engaging, real-world learning experiences delivered by trained volunteers. My Maths Story assemblies and Maths in the Real World sessions helped pupils see how numeracy is used in everyday life, challenged stereotypes about who maths is "for", and reinforced the message that number confidence can be built over time, as well as challenging the belief that some people are "just not a maths person".

It remains a challenge to match volunteer locations with eligible schools, as they are often approached for a lot of different programmes. In 2026, we are working more closely with the Schools and Families team to prioritise schools on the programme as they already have a relationship with us and volunteering is very popular with them.

National Numeracy Day

At a national level, our campaigns continued to drive momentum. National Numeracy Day 2025 saw over 1.2 million actions to improve numeracy taken by people, a 79% increase on the previous year, with clear evidence of changed attitudes and behaviours. People reported greater awareness of how they use numbers day to day, more positive feelings about numeracy, and increased motivation to keep improving their skills.

Now in its eighth year, National Numeracy Day 2025 took on a powerful new focus: money. Informed by our latest research showing that 32% of UK adults who want to improve their maths and numeracy skills want to do so in order to manage their money better, the campaign highlighted how everyday maths supports budgeting, saving, shopping smartly, and planning for the future.

With the vital support of our Founding Supporter KPMG, as well as our committed group of Lead Supporter organisations, we reached millions with the message that you need number confidence to have money confidence. Working with KPMG, we delivered National Numeracy Day Live: Bobby's Picnic Adventure from an East London primary school, reaching an estimated 1,000 schools and 26,600 children.

Number Confidence Week

Number Confidence Week 2025, our biggest yet, focused on Money Matters, highlighting how numeracy confidence supports financial wellbeing. The campaign responded to real need, as new research from Headline Supporter, Barclays LifeSkills, revealed that 27% of people had faced financial issues or avoided financial tasks over the previous year. Post-campaign feedback showed strong agreement that the week raised awareness, inspired action and demonstrated the wider benefits of numeracy for individuals and society. This impact was powered in no small part by the campaign's fantastic Headline Supporter and Lead Supporter organisations.

Numeracy for Community

In 2025, our Numeracy for Community work focused on the fact that low numeracy is not evenly distributed across the UK. In areas facing longstanding disadvantage, entrenched confidence gaps limit opportunity and regional economic resilience, requiring place-based, collective action.

We co-hosted an East Midlands leadership roundtable in Nottingham with Experian, bringing together leaders from business, education, government, and the third sector. The discussion highlighted the impact of low numeracy on financial inclusion, employability and social mobility, affecting 1.7 million people in the region. The event reinforced the urgent national context: around half of UK adults have numeracy skills no higher than those expected of a primary school child.

Our partnership with Experian, launched in 2018, continues to build local leadership through the UK Numeracy Index and in 2025 we trained a further 72 Numeracy Champions across the East Midlands and Glasgow, exceeding our minimum target of 50. A key highlight was the launch of the Maths Confidence Café at Clifton Library, a new community hub offering free, friendly support with everyday number challenges. Led by trained Numeracy Champion David Chappell, the café creates a welcoming space to reduce maths anxiety, build confidence and promote practical numeracy in daily life.

We also trained 7 Numeracy Champions through a partnership with City & Guilds, meeting the target of 10 by the end of January 2026.

In 2025, we ran 12 Numeracy Champion forums, bringing Champions together to network, share actions, and gain inspiration from one another. These sessions also included updates from the National Numeracy team on campaigns, resources, and success stories, ensuring Champions left feeling motivated and equipped to support others. Alongside this, we hosted two online Big Number Natters, one in May for National Numeracy Day and another in November for Number Confidence Week, creating a friendly space for open conversations about numbers to help boost confidence and normalise these discussions.

We also produced five editions of the Numeracy Champions' newsletter, sharing positive stories and updates from the National Numeracy team.

In Summer 2025, our Relationship Management team carried out a focused engagement initiative, inviting all trained Champions to connect with a Relationship Manager to exchange ideas, gain inspiration, and share their impact. This resulted in a wealth of responses and meetings, giving us valuable insight into how Champions apply their training in practice.

Multiply programme

The Multiply programme came to its conclusion in March 2025, following a successfully 3-year period. The Department for Education initiative aims to help adults across the UK, who do not have a GCSE grade C/4 maths qualification or have low numeracy, improve their numeracy, confidence, and skills. The culmination of the programme marked a significant step forward in improving adult numeracy skills across communities. By bringing together targeted funding, local delivery, and practical learning opportunities, the programme helped individuals build confidence in everyday maths, from budgeting to workplace problem-solving.

232 Champions trained through Multiply in 2025, bringing the Year 3 numbers (April 2024 – March 2025) to 622 trained Numeracy Champions against a target of 613.

The programme's overall impact extends beyond improved skills, contributing to greater employability, social inclusion, and economic participation. The legacy of National Numeracy's work through Multiply lies in the increased awareness of the importance of numeracy in everyday life, and the 1,000+ Numeracy Champions we trained, who will continue to promote numeracy positively long after the programme ends.

What's next?

Numeracy for Equality

The National Numeracy Challenge is our principal tool for numeracy improvement and is integral to our programmes and campaigns. It uniquely combines confidence-building with practical skills development for people who struggle with numbers. In 2026, we will begin reimagining its future, informed by technological developments, user research and education best practice. Further funding is expected to be needed, with development continuing through 2027 and 2028.

In January, we will launch Nurturing Number Confidence: The role of public policy in building number confidence between the generations, commissioned in partnership with Barclays. The report will highlight that an estimated 2.1 million children across the UK may be at risk of low number confidence because of the influence of parents and carers, and will set out practical policy recommendations focused on numeracy parity, supporting parents and empowering schools to build number-confident communities. We will use the findings to engage government, policymakers, businesses and other partners, demonstrating how relevant, practical and non-intimidating numeracy can remove barriers and support social mobility.

In association with KPMG, we will undertake research into the growing importance of numeracy in an AI-enabled world, including the skills people need to assess AI-generated information critically and confidently. The research will produce recommendations for ensuring numeracy is better reflected in AI, education and workforce policy, so that technological change helps widen opportunity rather than deepen existing inequalities.

Numeracy for Success

We remain committed to expanding the Schools & Families programme in 2026. Through new funding partnerships, we will onboard schools in new regions while increasing our reach in existing areas. Our corporate volunteering programme will also continue to deliver impactful sessions in primary schools.

Alongside this, we are developing a new programme for secondary schools, focused on supporting students during the transition to secondary education. We are consulting teachers and specialist organisations to ensure that the programme complements existing provision and responds to the needs of schools and families, with a pilot programme planned for Autumn 2026.

Numeracy for Community

Our Numeracy Champion programme will continue to expand across all four UK nations. With support from Experian, we aim to train at least 25 Champions in each of the East Midlands, Glasgow and the North East, alongside targets of 15 Champions in Belfast through TP ICAP and 40 in Wales through Moondance. These Champions will help improve attitudes towards maths, build confidence with numbers and strengthen numeracy skills within their communities.

We will also continue to drive change through our National Numeracy Day and Number Confidence Week campaigns. National Numeracy Day 2026 will be themed as 'Count on your community'. It will highlight the power of coming together to build confidence with numbers. Across the UK, people, workplaces, schools and community groups will be encouraged to start conversations about numeracy, share experiences and support one another to take positive steps with maths in everyday life.

With the support of Experian, we will also explore refreshing the UK Numeracy Index. This will provide a more granular and up-to-date picture of numeracy need across the UK, including refreshed local authority and constituency-level maps. These insights will help us identify and target communities where support is most needed, enabling us and our partners to direct resources more effectively.

Structure, governance and management

National Numeracy is a company limited by guarantee which was established on 19 December 2011 and governed by its Articles of Association. It was registered as a charity on 30 January 2012. The trustees, who were also the directors for the purpose of company law, and who served during the 2025 period were:

- Perdita Fraser, Chair
- Andrew Haldane, Vice-Chair (retired 20 June 2025)
- Edward Brunel-Cohen, Honorary Treasurer (retired 7 July 2025)
- John Ball, Honorary Treasurer (appointed 23 June 2025)
- Paul Coffey
- Sherry Coutu (retired 20 June 2025)
- Mary Gregory (appointed 23 June 2025)
- Karolina Joynathsing (appointed 23 June 2025)
- Graham Keniston Cooper
- Chris Linton
- Catherine McClure
- Hiten Patel (retired 20 June 2025)
- Dipesh Patel (appointed 23 June 2025)
- Catherine Paulson-Ellis (retired 28 February 2026)
- Sandra Wallace

The trustees have full responsibility for all legal and financial matters. Any additions to the membership of the trustees follows invitation by the Board of Trustees after due consideration.

All the trustees give of their time freely and none of the trustees has any beneficial interest in the company. All the trustees are members of the company and guarantee to contribute £1 in the event of a winding up. Trustees are required to disclose all relevant interests. Details of trustee expenses and related party transactions are disclosed in a note to the accounts.

New trustees are provided with a thorough briefing before their initial board meeting and are given a copy of National Numeracy's Trustee Handbook, which outlines the complete induction process, along with the relevant Charity Commission guidelines for trustees.

Organisational matters

The work of National Numeracy, including that of the wholly owned trading subsidiary National Numeracy Solutions Ltd, is overseen by the Board of Trustees, which met five times during 2025, four times being the ordinary trustee meetings, and one time being an extra strategy session. Day to day management is delegated to the CEO and the senior leadership team.

The Nominations Committee (a sub-committee of the Board) also met regularly to consider senior appointments and matters of succession and to review the composition of the Board. A recruitment process concluded mid-way through the year to replace outgoing trustees, with three trustees retiring and four new appointees joining.

A trustee has been designated for both GDPR and safeguarding to offer support and ensure the board is reassured of compliance in these critical areas.

Over the course of 2025 staffing levels reduced slightly, in part due to natural attrition and the decision not to replace certain roles in anticipation of funding streams ending in 2025 and the resulting shift in organisational focus. At the end of 2025 National Numeracy had 30 staff members on payroll. In line with the charity's remuneration policy and in accordance with the Statement of Recommended Practice (SORP), National Numeracy discloses all payments to trustees (no trustees receive 'pay'), discloses the number of staff in receipt of more than £60,000 and above (in bands of £10,000), and discloses pensions and other benefits.

The Chief Executive and trustees review the salaries of staff annually, in accordance with the charity's remuneration policy. The trustees also determine pension arrangements. In addition, the Nominations Committee advises on the salary of the CEO, for decision by the board.

No changes were made to the board of National Numeracy Solutions Ltd (the trading subsidiary) in 2025. The Directors met separately two times in 2025.

As an independent charity with a social mission, National Numeracy is passionately committed to, and constantly reviewing and improving, its Environmental, Social and Governance standards. Our charitable work also helps meet our partners' own ESG goals. National Numeracy's ESG measures include, but are not limited to:

Environmental

- We are committed to protecting the environment through sustainable practices, with an environmental sustainability policy in our staff handbook.
- Programme materials are provided digitally, reducing print and paper costs.
- Sustainable sources are sought for marketing materials and used furniture and equipment is recycled.
- Training programmes are delivered online where possible, and public transport used for travel when necessary.
- Our office on the University of Sussex 'Green Campus' is accessible by bus, rail and cycle paths.

Social

- We are committed to the Fair Work First criteria, and we are a Real Living Wage employer.
- Fair and equitable workplace measures include an independent annual anonymous employee survey.
- We are committed to Equality, Diversity and Inclusion across our organisation and programmes, with mandatory EDI training for all staff. We are proud to be a Disability Confident employer and actively work to remove barriers to recruitment, retention and progression.
- We have a team of trained mental health first aiders.
- We offer flexible working to help reduce barriers that may disproportionately affect women and contribute to the gender pay gap.

Governance

- We have a gender-balanced governance structure; 50% of the Leadership Group are women.
- We commit to operating with integrity, embodying our 'core four' values.
- Our new finance policies and system ensure transparency and best value from suppliers.
- We operate a regularly reviewed risk register.
- Our dedicated GDPR Group works with external experts to ensure security of our data.

Financial review

a. Finance and funding

The charity's growth and increased impact in 2025 were fuelled by a remarkable and expanding network of supporters and partners, all united by a shared commitment to tackling the issue of low numeracy.

We were grateful for the crucial and often continuing support of a wide range of organisations. These supporters made vital financial contributions to fund our campaigns, programmes and projects, as well as the overall impact of the charity. In addition, we received fantastic pro bono and in-kind support to deliver a number of critical and strategic projects.

As well as receiving support from corporates, trusts and foundations we continued to expand our partnership with local communities. Local Authorities we worked with during Year 3 of the Multiply project funded by the Department of Education included;

- Surrey County Council
- Wiltshire Council
- Brighton & Hove
- Warwickshire County Council

In total we worked with 22 different Local Authorities and organisations on Multiply-funded projects in 2025. This enabled us to train hundreds of Numeracy Champions and, with their help, raise awareness and support their communities with improved number confidence and skills.

We also received funding from Dysgu, who oversee the Curriculum for Wales grant support programme on behalf of Welsh Government, to deliver our Schools & Families programme in Wales.

Consolidated income in 2025 was £2,444,209, with the charity making a surplus of £669,180. This was a favourable result compared to the budget for the year.

The charity's trading subsidiary, National Numeracy Solutions Ltd, made a loss in the year of £6,388. However, when the donation of the previous year's profits to the parent charity is excluded, the profit for donation from 2025 is £39,922.

We entered 2026 having seen growth in funding for the schools & families programme and having budgeted for a deficit in order to bring reserves closer to the target level. Our strategic focus remains on diversifying revenue streams to create a more sustainable and resilient financial foundation, and we are optimistic about the future and committed to maintaining our mission-driven work and we are satisfied that the charity remains a going concern. We have continued to secure a range of multi-year agreements with funders giving some financial stability for future years.

b. Risk assessment

The trustees have regularly assessed the major risks to which the charity is exposed and maintained a detailed risk register during 2025. The risk register was regularly reviewed by a dedicated Internal Risk Committee comprised of key staff members. The register is structured with eight overarching risk areas covering compliance, reputation, operations, digital technology, impact, programme delivery, people and finance and funding. The committee consider the appropriate level and accompanying scoring for ongoing risks, taking into consideration both likelihood and potential impact of each risk at the current time, as well as mitigating actions taken and planned. The committee also consider and review new and emerging risks, and whether any previously identified risks are resolved or no longer relevant.

Key areas for discussion in 2025 included:

Meeting funding targets – managed by close monitoring of funding pipeline, applying for multi-year funding and exploring new funding opportunities.

Over reliance on external contractors in digital technology and risk of loss of service – managed by continuing to work on documentation of key systems and products and bringing on new web agency.

Withdrawal of probono digital hosting support – managed by planning to reduce reliance on and use of cloud services, with work on this commencing in 2026.

Key person risk – managed by increasing efforts towards a more dispersed approach to responsibilities and developing succession plans, investing in the 'Head of' tier.

Trustees are satisfied that systems are in place to mitigate exposure to the major risks.

c. Reserves

The trustees of National Numeracy recognise the need for reserves to create a sustainable organisation into the future. In particular, we seek to maintain key charitable activities, maintain funds to insure against variations in income due to the uncertain nature of funding sources and the uneven profile of income throughout the year, as well as to enable us to fund planned specific investments in future development as necessary to support our strategy.

Therefore, the reserves calculations take into consideration:

- the cost of key ongoing charitable activities, chiefly the National Numeracy challenge
- cash flow buffer of approximately four months of additional expenditure
- any key risk factors
- a calculated sustainability sum which would effectively allow for restructuring or closure

Giving consideration to all of these factors, a target range for unrestricted reserves has been calculated at between £550,000 and £600,000, consistent with the target at the end of 2024. The target reserves calculation is reviewed annually, and current levels are reviewed against targets on a quarterly basis within trustee meeting papers.

The trustees are designating £336,027 of unrestricted reserves to protect the delivery of committed projects in 2026, specifically our Schools & Families Programme and delivery of our key public campaign.

The remaining unrestricted free reserves position at 31/12/2025 is therefore £757,945. This is in excess of the target position but is considered acceptable given longer-term income uncertainties from 2027 and beyond. A deficit budget was set for 2026 in order to reduce the gap between target and actual reserves.

At 31 December 2025, restricted funds of £483,642 were held.

d. Investment Policy

As well as operating accounts, National Numeracy also maintains both instant access deposit accounts and longer-term deposit accounts in order to provide interest on funds received. The Hon. Treasurer and relevant staff meet regularly to assess the best investment options available to maximise use of funds. Investment decisions need to be agreed by the Head of Finance, the Hon. Treasurer and the CEO.

Due to the need for relatively short-term access to funds, long-term options are not available and there is a low-risk policy approach to investment options to safeguard charitable funds. Therefore, National Numeracy invests its financial reserves prudently and subject to the regular review. National Numeracy owns no property. The policy and approach is monitored and reviewed as part of the annual budgeting cycle.

e. Fundraising

National Numeracy's fundraising is carried out predominantly by in-house fundraisers employed directly by the charity. The charity's approach (excluding the operation of the trading subsidiary) is primarily to seek grants and donations from charities, trusts and corporate partners. In 2025, National Numeracy was also a charity partner of The Lord Mayor's Appeal, which raises appeal donations for distribution to its charity partners. The Lord Mayor's Appeal is a charity registered with the Fundraising Regulator and adheres to the Code of Fundraising Practice.

National Numeracy is registered with the Fundraising Regulator. We are committed to meeting best practice fundraising standards, following all relevant guidelines and adhering to the Code of Fundraising Practice. We place the needs and considerations of our supporters first when it comes to our fundraising activities, and we ensure that fundraisers adhere to our practices, with particular attention paid to vulnerable people. No complaints relating to fundraising were received in 2025.

Approved by the board of trustees on 15 July 2026 and signed on its behalf by

Perdita Fraser

Perdita Fraser (Sep 16, 2026 18:38:09 GMT+1)

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Perdita Fraser

Trustee (Chair)

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Statement of Trustees' responsibilities

For the year ended 31 December 2025

The trustees, who are also the directors of National Numeracy for the purpose of company law, are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard for the UK and Republic of Ireland'.

Company law requires the trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these accounts, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities' SORP;
- make judgements and estimates that are reasonable and prudent; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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Report of the Independent Auditors

To the members of National Numeracy

Opinion

We have audited the financial statements of National Numeracy ('the parent charitable company') and its subsidiary ('the group') for the year ended 31 December 2025 which comprise the Statement of Financial Activities, the consolidated and charity Balance Sheets, the Cashflow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 December 2025 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

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

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 financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

- adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

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

The objectives of our audit, in respect to fraud, are: to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses; and to respond appropriately to fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and its management.

Our approach was as follows:

- We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general sector experience, and through discussion with the trustees and other management (as required by auditing standards), and discussed with the trustees and other management the policies and procedures regarding compliance with laws and regulations (see below);
- We identified the following areas as those most likely to have such an effect: health and safety; General Data Protection Regulation (GDPR); fraud; bribery and corruption; and employment law. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence, if any. The identified actual or suspected non-compliance was not sufficiently significant to our audit to result in our response being identified as a key audit matter.
- We considered the legal and regulatory frameworks directly applicable to the financial statements reporting framework (FRS 102, the Companies Act 2006 and the Charities Act 2011) and the relevant tax compliance regulations in the UK;
- We considered the nature of the charitable company and group's operations, the control environment and financial performance.
- We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.
- We considered the procedures and controls that the charitable company has established to address risks identified, or that otherwise prevent, deter and detect fraud; and how senior management monitors those procedures and controls.

Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Where the risk was considered to be higher, we performed audit procedures to address each identified fraud risk. These procedures included: testing manual journals; reviewing the financial statement disclosures and testing to supporting documentation; performing analytical procedures; and enquiring of management, and were designed to provide reasonable assurance that the financial statements were free from fraud or error.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at:

www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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

TC Group

Mr Mark Cummins FCCA (Senior Statutory Auditor) for and on behalf of TC Group

Statutory Auditor

Dated: 21 September 2026

Office: Sussex

National Numeracy
Getting on with numbers

Consolidated statement of financial activities

For the year ended 31 December 2025

National Numeracy
Getting on with numbers

Consolidated Statement of Financial Activities

(including Income and Expenditure account)

FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2025 £	Total 2024 £
Income from:						
Donations and legacies	3	1,071,583	-	833,900	1,905,483	1,363,907
Charitable activities	4	309,247	-	103,874	413,121	686,176
Other trading activities:						
Commercial trading operations	13	102,296	-	-	102,296	105,069
Investments	5	13,429	-	7,045	20,474	18,189
Other income	6	-	-	2,835	2,835	2,172
Total income		1,496,555	-	947,654	2,444,209	2,175,513
Expenditure on:	7					
Raising funds						
Commercial trading operations and securing voluntary income		240,848	-	-	240,848	300,631
Charitable securing activities		743,052	175,012	616,117	1,534,181	1,986,279
Total expenditure		983,900	175,012	616,117	1,775,029	2,286,910
Net income/(expenditure) for the Year		512,655	(175,012)	331,537	669,180	(111,397)
	18/19					
Transfers between funds		(365,467)	336,030	29,437	-	-
Net movement in funds		147,188	161,018	360,974	669,180	(111,397)
Fund balances at 1 January 2025		610,757	175,009	122,668	908,434	1,019,831
Fund balances at 31 December 2025		757,945	336,027	483,642	1,577,614	908,434

The Statement of Financial Activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

All activities are classified as continuing. There are no recognised gains or losses other than those reported on the Statement of Financial Activities.

The notes on pages 35 to 50 form part of these accounts.

Included in the above is a surplus of £675,568 relating to the parent charity National Numeracy (2024: deficit of £74,288).

National Numeracy
Getting on with numbers

Consolidated and charity balance sheets

As at 31 December 2025

National Numeracy
Getting on with numbers

Consolidated Balance Sheet

AS AT 31 DECEMBER 2025

	Notes	£	2025 £	£	2024 £
Fixed assets					
Tangible assets	12		-		-
Current assets					
Debtors	14	**557,109**		399,468	
Cash at bank and in hand		**1,197,503**		732,960	
		1,754,612		1,132,428	
Creditors: amounts falling due within one year	15	**(176,998)**		(223,994)	
Net current assets			**1,577,614**		908,434
Net assets			**1,577,614**		908,434
Income funds					
Restricted funds	18		**483,642**		122,668
General funds – Designated	19		**336,027**		175,009
General funds – Unrestricted			**757,945**		610,757
			1,577,614		908,434

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006.

The notes on pages 35 to 50 form part of these accounts.

The accounts were approved by the Board on 15 July 2026 and signed on its behalf by

Perdita Fraser
Perdita Fraser (Sep 16, 2026 18:38:09 GMT+1)

.....

Perdita Fraser

Trustee (Chair)

Company Registration No. 07886294 (England and Wales)

National Numeracy
Getting on with numbers

Charity Balance Sheet

AS AT 31 DECEMBER 2025

	Notes	£	2025 £	£	2024 £
Fixed assets					
Investments	13		1		1
Tangible assets	12		-		-
			1		1
Current assets					
Debtors	14	553,675		371,455	
Cash at bank and in hand		1,056,200		666,798	
		1,609,875		1,038,253	
Creditors: amounts falling due within one year	15	(85,736)		(189,683)	
Net current assets			1,524,139		848,570
Net assets			1,524,140		848,571
Income funds					
Restricted funds	18		483,642		122,668
General funds - Designated	19		336,027		175,009
General funds - Unrestricted			704,471		550,894
			1,524,140		848,571

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006.

The notes on pages 35 to 50 form part of these accounts.

The accounts were approved by the Board on 15 July 2026 and signed on its behalf by

Perdita Fraser
Perdita Fraser (Sep 18, 2026 18:38:09 GMT+1)

Perdita Fraser

Trustee (Chair)

Company Registration No. 07886294 (England and Wales)

National Numeracy
Getting on with numbers

Consolidated cash flow statement

For the year ended 31 December 2025

National Numeracy
Getting on with numbers

Consolidated Cash Flow Statement

FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	£	2025 £	£	2024 £
Cash flows from operating activities					
Net income/(expenditure)		**669,180**		(111,397)	
Investment income	**5**	**(20,474)**		(18,189)	
(Decrease)/ increase in creditors	**15**	**(46,996)**		(155,940)	
(Increase)/decrease in debtors	**14**	(157,641)		230,081	
Net cash provided by operating activities			**444,069**		(55,445)
Cash flows from investing activities					
Investment income		**20,474**		18,189	
Net cash provided by investing activities			**20,474**		18,189
Change in cash and cash equivalents in the reporting period			**464,543**		(37,256)
Cash and cash equivalents at the beginning of the year			**732,960**		770,216
Cash and cash equivalents at the end of the year			**1,197,503**		732,960

	01.01.2025 £	Cash flow £	31.12.2025 £
Cash at bank and in hand	732,960	464,543	**1,197,503**

National Numeracy
Getting on with numbers

Notes to the accounts

For the year ended 31 December 2025

1 Statutory information

National Numeracy is a charitable company, limited by guarantee, registered in England and Wales. The charitable company's registered number and registered office address can be found on the Legal and Administrative information page.

2 Accounting policies

2.1 Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (2019) – Charities SORP (FRS102) and the Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest pound.

National Numeracy meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s). There are no material uncertainties about National Numeracy's ability to continue as a going concern.

2.2 Group financial statements

These financial statements consolidate the results of the charity and its wholly owned subsidiary National Numeracy Solutions Limited. A separate Statement of Financial Activities, or income and expenditure account, for the charity itself is not presented because the charity has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

2.3 Going concern

After making appropriate enquiries, the trustees have a reasonable expectation that the charity (and its subsidiary) has adequate resources to continue in operational existence for the foreseeable future.

For this reason they continue to adopt the going concern basis in preparing the financial statements.

2.4 Income

All income is included in the Statement of Financial Activities when the charity is legally entitled to the income, the amount can be quantified with reasonable accuracy and receipt is probable.

Grant income is recognised when the charity gains entitlement to the income.

Contract income is recognised when the charity gains entitlement to the income.

Donations and gifts are recognised when receivable.

Investment income is recognised when receivable.

Trading income is recognised at the fair value of the consideration received or receivable for goods and services provided in the normal course of business and is shown net of VAT and other sales related taxes. The fair value of consideration takes into account trade discounts, settlement discounts and volume rebates.

2.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Cost of raising funds comprise the costs of commercial trading and their associated support costs and the costs of securing voluntary income. Support costs are those costs incurred in support of expenditure on the objects of the charity.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support the activities of the charity.

2.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses. Additions on individual items in excess of £2,000 including irrecoverable VAT are capitalised.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Office equipment – 3 years straight line.

The gain or loss arising on the disposal of an asset is determined as the difference between the sales proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

2.7 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the balance sheet date, unless fair value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains/losses are taken to the Statement of Financial Activities when incurred.

2.8 Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.9 Cash at bank and in hand

Cash at bank and in hand are basic financial instruments and include cash and short and medium term highly liquid investments. The trustees seek to use short and medium term deposits where possible to maximise the return on monies held at the bank and to manage cash flow. Bank overdrafts are shown within borrowings in current liabilities.

2.10 Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

2.11 Pensions

The charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charity to the fund in respect of the year.

2.12 Accumulated funds

Unrestricted general funds comprise those amounts received for use at the discretion of the trustees in the furtherance of the general objectives of the charity.

Restricted funds are subject to specific conditions imposed by donors and includes monies raised for specific projects.

Designated funds comprise general funds set aside by trustees for specific purposes.

2.13 Taxation

The parent company is a registered charity. All of the charity's income falls within the exemptions set out in part 11 of the Corporation Tax Act 2010.

2.14 Critical accounting estimates and judgements

In the application of the group's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised.

The trustees do not consider that there are any critical estimates or areas of judgement that need to be brought to the attention of the readers of the financial statements.

3 Income from donations and legacies

	Unrestricted funds £	Designated funds £	Restricted funds £	**Total 2025 £**	Total 2024 £
Donations	1,071,583	-	833,900	**1,905,483**	1,363,907
Total	1,071,583	-	833,900	**1,905,483**	1,363,907

Income from donations includes £160,343 of pro bono services (2024: £291,788).

4 Income from charitable activities

	Unrestricted funds £	Designated funds £	Restricted funds £	**Total 2025 £**	Total 2024 £
Grants	-	-	103,874	**103,874**	50,284
Fees and other income	309,247	-	-	**309,247**	635,892
	309,247	-	103,874	**413,121**	686,176

5 Income from investing activities

	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2025 £	Total 2024 £
Interest receivable	13,429	-	7,045	**20,474**	18,189
	13,429	-	7,045	**20,474**	18,189

6 Income from investing activities

	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2025 £	Total 2024 £
Other income	-	-	2,835	**2,835**	2,172
	-	-	2,835	**2,835**	2,172

7 Expenditure

	Staff costs £	Dep'n costs £	Other costs £	Total 2025 £	Total 2024 £
Costs of raising funds					
Direct fundraising	**171,564**	-	**19,176**	**190,740**	243,652
Support costs (see note 8)	**10,232**	-	**39,876**	**50,108**	56,979
	181,796	-	**59,052**	**240,848**	300,631
Charitable activities					
Activities undertaken directly	**884,579**	-	**312,854**	**1,197,433**	1,562,564
Support costs (see note 8)	**234,516**	-	**102,232**	**336,748**	423,715
	1,119,095	-	**415,086**	**1,534,181**	1,986,279
Total expenditure	**1,300,891**	-	**474,138**	**1,775,029**	2,286,910

Expenditure includes £160,343 of pro bono services (2024: £291,788).

8 Support costs

	2025	2024
	£	£
Staff costs	**219,877**	237,976
Travelling and subsistence expenses	**4,208**	12,592
Rent & rates	**13,486**	26,711
Office expenses	**47,845**	55,389
Legal & professional	**36,171**	89,033
Other	**11,041**	10,807
Other taxes and social security	**13,291**	12,912
Governance costs (note 9)	**40,937**	35,274
	386,856	480,694

9 Governance costs

	2025	2024
	£	£
Auditor's remuneration	**14,655**	11,329
Trustees' expenses	**1,411**	331
Staff costs	**24,871**	23,614
	40,937	35,274

10 Consolidated statement of financial activities comparative funds - 31 December 2024

	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2024 £
Income from:				
Donations and legacies	1,176,390	-	187,517	1,363,907
Charitable activities	635,892	-	50,284	686,176
Other trading activities:				
Commercial trading operations	105,069	-	-	105,069
Investments	15,852	-	2,337	18,189
Other income	102	-	2,070	2,172
Total income	1,933,305	-	242,208	2,175,513
Expenditure on:				
Commercial trading operations	300,631	-	-	300,631
Charitable activities	1,581,850	155,540	248,889	1,986,279
Total expenditure	1,882,481	155,540	248,889	2,286,910
Net income/(expenditure) for the year/ not movement in funds	50,824	(155,540)	(6,681)	(111,397)
Transfers between funds	(168,187)	175,010	(6,823)	-
Net movement in funds	(117,363)	19,470	(13,504)	(111,397)
Fund balances at 1 January 2024	728,120	155,539	136,172	1,019,831
Fund balances at 31 December 2024	610,757	175,009	122,668	908,434

11 Staff costs

	2025	2024
	£	£
Wages and salaries	**1,109,693**	1,314,316
Social security costs	**125,924**	136,039
Other pension costs	**65,274**	77,076
	1,300,891	1,527,431

The average number of persons employed by the group was 30 (2024: 37).

Included in the above staff costs are total costs of £1,266,752 (2024: £1,499,715) relating to the parent charity National Numeracy.

The number of employees whose annual emoluments were £60,000 or more were:

	2025	2024
£90,000-£99,999	**1**	1

During the year ended 31 December 2025 employer's pension costs in respect of highly paid staff totalled £5,682 (2024 £5,610).

The key management personnel of the charity consist of the leadership group. Their total remuneration for the year was £306,433 (2024: £302,979).

12 Tangible fixed assets – Group and Charity

	Office equipment	Total
Cost	**£**	**£**
At 1 January 2025	**2,724**	**2,724**
At 31 December 2025	**2,724**	**2,724**
Depreciation and impairment		
At 1 January 2025	**2,724**	**2,724**
Charge	**-**	**-**
At 31 December 2025	**2,724**	**2,724**
Net book value		
At 31 December 2025	**-**	**-**
At 31 December 2024	**-**	**-**

13 Fixed asset investments

Investment held by parent in subsidiary:

	Charity £
National Numeracy Solutions Limited	1

Holdings of more than 20%

The charity holds more than 20% of the share capital of the following companies:

Company	Country of registration or incorporation	Shares held	
Subsidiary undertakings		Class	%
National Numeracy Solutions Limited	UK	Ordinary	100

National Numeracy Solutions Limited

National Numeracy Solutions Limited is a wholly-owned trading company, company number 08700221 is incorporated in England & Wales. The company's registered address is Unit 19 Sussex Innovation Centre, Science Park Square, Brighton, England, BN1 9SB. The principal activities of the company are the supply of services aimed at improving numeracy as well as licensing fees for the use of National Numeracy logos and branding in connection with sponsorship. A summary of the trading results of the subsidiary (as included in the Statement of Financial Activities) is shown below.

	2025	2024
	£	£
Turnover	**102,296**	105,069
Cost of Sales	**(39,536)**	(31,292)
Administrative Expenses	**(71,149)**	(113,026)
Interest received	**2,001**	2,393
Taxation and interest	**-**	(253)
Net profit/(loss) for the year	**(6,388)**	(37,109)

Summary balance sheet

	2025	2024
The assets and liabilities of the subsidiary were:	**£**	£
Current assets	**157,843**	134,305
Creditors: amounts falling due within one year	**(104,368)**	(74,442)
Total net assets/share capital and reserves	**53,475**	**59,863**

14a Debtors: amounts falling due within one year

	Group		Charity	
	2025	2024	**2025**	2024
	£	£	**£**	£
Trade debtors	**233,520**	70,215	**217,800**	48,135
Amounts owed by group undertakings	**-**	-	**13,106**	-
Prepayments and accrued income	**251,194**	323,428	**250,374**	317,495
Other debtors	**2,520**	5,825	**2,520**	5,825
	487,234	399,468	**483,800**	371,455

14b Debtors: amounts falling due after more than one year

	Group		Charity	
	2025	2024	**2025**	2024
	£	£	**£**	£
Prepayments and accrued income	**69,875**	-	**69,875**	
	69,875	-	**69,875**	-

15 Creditors: amounts falling due within one year

	2025	2024	**2025**	2024
	£	£	**£**	£
Trade creditors	**5,473**	15,728	**5,473**	15,728
Amounts owed to group undertakings	**-**	-	**-**	40,130
Taxation and social security	**45,686**	43,591	**38,807**	40,004
Other creditors	**55,476**	58,153	**15,476**	18,153
Accruals and deferred income	**70,363**	106,522	**25,980**	75,668
	176,998	223,994	**85,736**	189,683

Deferred income relates to £Nil (2024: £62,367) in respect of the charity and £41,667 (2024: £27,937) in respect of the trading subsidiary. An analysis of movements in the year is included below:

	2025	2024
	£	£
Deferred income as at 01 January 2025	**90,304**	161,273
Income recognised in the year	**(90,304)**	(161,273)
Income deferred during the year	**41,667**	90,304
Deferred income at 31 December 2025	**41,667**	90,304

16 Controlling party

The charity is a company limited by guarantee and therefore without share capital. No one member has overall control of the charity. The liability of each member is limited to £1, being the amount that each member undertakes to contribute to the assets of the charity in the event of its being wound up.

17 Trustees

None of the trustees (or any persons connected with them) received any remuneration during the year. The charity paid travel costs on behalf of two (2024: two) trustees totalling £392 (2024: £331).

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18 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Balance at 1 Jan 2025 £	Movement in funds: Income £	Expenditure £	Transfers £	Balance at 31 Dec 2025 £
National Numeracy Day	-	46,800	(46,794)	-	6
Number Confidence Week	-	45,000	(44,992)	-	8
Adult Numeracy Support	-	44,802	(9,986)	-	34,816
Feeling Better About Maths	-	23,226	(3,248)	-	19,978
Schools & Families Programme	110,503	753,250	(473,385)	38,466	428,834
Supporting children's numeracy	12,165	-	(12,165)	-	-
Intern	-	2,835	(2,835)	-	-
Local Authorities – improving adult numeracy	-	31,741	(22,712)	(9,029)	-
	122,668	947,654	(616,117)	29,437	483,642

Restricted funds:

National Numeracy Day

Funding from a number of organisations to support National Numeracy Day.

Number Confidence Week

Funding from the lead supporter of Number Confidence Week.

Adult Numeracy Support

Funding from a number of organisations to deliver numeracy support to adults, including training Numeracy Champions.

Feeling Better About Maths

Funding to deliver the Feeling Better About Maths training to adults working in secondary schools.

Schools & Families Programme

Funding from a variety of funders to run the National Numeracy Schools & Families Programme in primary schools across the UK. Unrestricted funds have been transferred to the restricted fund to make up a deficit arising on one of the school clusters for which delivery has now ended, and as a temporary cover for a deficit arising on a cluster funded by grant payment in arrears.

Supporting children's numeracy

Funding from a few funders specifically to support children and young people with their numeracy.

Intern

Funding from the University of Sussex to host a career lab intern.

Local authorities - Improving adult numeracy

Grant funding to improve adult numeracy through the Multiply programme. Remaining unspent funds have been released to unrestricted funds now the project has ended.

19 Designated funds

		Movement in funds			
	Balance at 1 Jan 2025 £	Income £	Expenditure £	Transfers £	Balance at 31 Dec 2025 £
Schools & Families Programme	42,009	-	(42,012)	183,330	183,327
Campaign Delivery	133,000	-	(133,000)	152,700	152,700
	175,009	-	(175,012)	336,030	336,027

Schools & Families Programme

At the end of each financial year, funds required to complete committed delivery in clusters funded from unrestricted donations are set aside as designated. At the end of 2025 there were three clusters in the fund.

Campaign Delivery

Funds are designated at the end of each year to deliver campaign activities as agreed with external partners. These funds are drawn down on the following year when the National Numeracy campaign takes place, and funds are then designated again from unrestricted funds as required for the next year.

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20 Analysis of net assets between funds

	Unrestricted funds	Designated funds	Restricted funds	Total
	£	£	£	£
Fund balances at 31 December 2025 are represented by:				
Current assets	927,216	336,027	491,369	1,754,612
Creditors: amounts falling due within one year	(169,271)	-	(7,727)	(176,998)
	757,945	**336,027**	**483,642**	**1,577,614**

	Unrestricted funds	Designated funds	Restricted funds	Total
	£	£	£	£
Fund balances at 31 December 2024 are represented by:				
Current assets	833,101	175,009	124,318	1,132,428
Creditors: amounts falling due within one year	(222,344)	-	(1,650)	(223,994)
	610,757	**175,009**	**122,668**	**908,434**

21 Pension commitments

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund. Contributions totalling £8,531 were payable to the fund at the year-end (2024: £9,598).

22 Related party transactions

The transfer agreement contract entered into with NMP in 2013 was continued. No repayments were made during the year so the creditor balance at the year-end of £40,000 (2024: £40,000) remains.

The charity has taken advantage of the exemption, under the terms of Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', not to disclose related party transactions with wholly owned subsidiaries within the group.

Details of trustee expense reimbursements are included in note 17.

23 Commitments under operating leases

At 31 December 2025 the total commitments under non-cancellable operating leases were as follows:

	Group		Charity	
	2025	2024	**2025**	2024
	£	£	**£**	£
Within one year	**2,966**	4,344	**2,966**	4,344
	2,966	4,344	**2,966**	4,344

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Thank You

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Thank you

We would like to thank the following organisations for their ongoing financial and/or probono support.

- Amazon Web Services Inc
- Anonymous donors
- Barclays Execution Services Ltd
- The Barratt Redrow Foundation
- Bloomberg L.P
- Capital One (Europe) Plc
- The City & Guilds of London Institute
- Compare the Market Limited
- Eden Tree Investment Management
- Experian Ltd
- EY LLP
- Google LLC
- GSA Capital Partners LLP
- King Baudouin Foundation
- KPMG LLP
- The Lord Mayor's Appeal
- LSEG Foundation
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