SAMARITANS

Annual Report and Accounts

2025/26

Samaritans Annual Report and Accounts

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Letter from our CEO and Chair

This year's report tells a story of presence, prevention and progress – made possible by thousands of volunteers, partners and staff working together to reduce suicide and the risk of suicide across the UK and Ireland. At its heart are people: callers reaching out in moments of distress; volunteers and staff showing up, day and night; and partners choosing to act when it matters most.

Across 2025/26, Samaritans remained a vital safety net. Our volunteers responded to millions of calls for help from people experiencing acute distress, isolation, trauma or suicidal thoughts. Behind every one of these contacts is a human moment – one where being listened to, without judgement, helped interrupt suicidal thinking and saved lives.

However, we cannot continue to prevent suicide without a sustainable organisation behind the work. In 2025/26, Samaritans worked to strengthen its long-term resilience, and we will continue to do so this year, too, through our transformation programmes. Samaritans is – and will continue to be – a healthy, viable and effective organisation, making good use of your support.

Suicide is not inevitable. It can be prevented when people are heard, when the societal factors contributing to suicide are addressed, and when evidence and lived experience guide action. Every call answered, every safer media story, every Listener conversation in a prison, every early intervention on a railway platform, contributes to reducing risk and saving lives.

As we look ahead, our task is clear: to reach more people in emotional crisis and at risk of suicide, maximise our impact by using evidence, and sustain the people and partnerships that make this work possible.

We are profoundly grateful to everyone who has played a part in ensuring Samaritans has been able to continue to deliver our life-saving services this year.

Together, we're preventing suicide today. Because tomorrow's too late.

Julie Bentley

Chief Executive

Keith Leslie

Chair of Trustees

Our strategy

We are Samaritans. Together, we work to prevent suicide through the power of human connection. We connect people in crisis with trained volunteers who will always listen. We unite to raise awareness of people's experiences, create partnerships and influence key stakeholders on suicide prevention. Together, we make suicide prevention a priority and reach people before it's too late.

Since launching our strategy in 2022, "Tackling suicide together: providing a safe space in uncertain times", we've continued working to make sure we're there, day and night, to connect people in crisis with trained volunteers who will always listen, because we make suicide prevention a priority.

This year, we've continued to make progress against our strategic objectives, working towards our vision that fewer people die by suicide. We've reviewed the support we offer and how we can be there for more people in crisis, reached more people at risk of suicide and built stronger foundations to support our volunteers and staff. We've also spoken out on important issues that impact suicide risk and used our voice to push for change.

We've achieved a great deal this year but, like many charities right now, we're facing significant challenges. To remain effective at saving lives today and in the years to come, we must adapt to a changing environment, where people want and expect different things from us both as callers, volunteers, and our staff, with huge shifts in technology and within a tough economic climate.

This year, we've looked to the future, asked ourselves some challenging questions and made difficult decisions about what we need to change now so we can keep saving lives in years to come.

This work has fed into the development of our new strategy for 2026-2036, "Preventing suicide together. Today, tomorrow and every day". The strategy details how, working together across Samaritans, we'll put our energy and resources into the services and activities that are most likely to support people in emotional crisis and reduce suicide risk. Together we'll make sure Samaritans is resilient, flexible and sustainable for the future.

About this document

The following pages highlight how we performed against our strategic priorities in 2025/26.

In developing our strategy and accompanying activity plans, and in producing this Annual Report and Accounts, the Trustees have given due consideration to the Charity Commission for England & Wales' published guidance on the public benefit requirement under the Charities Act 2011 as well as equivalent guidance from The Scottish Charity Regulator, the Charity Commission for Northern Ireland, Ireland's Charities Regulator and relevant bodies within crown dependencies. Samaritans' listening and online services are free to the general public.

This report also shows where support is provided in targeted settings and our wider influencing work to reduce incidents of suicide. The work carried out by Samaritans is consistent with charitable purposes as identified in the Charities Act 2011 (The advancement of health or saving of lives).

Unless otherwise stated, the service statistics in this report are for the 2025 calendar year. Please see our 2025/26 Impact Report for more information about our work and how it is making a difference.

Our performance

Every 90 minutes, someone in the UK or Ireland takes their own life. We answer a call for help every 10 seconds – calls that could save lives.

Our vision is that fewer people die by suicide and this year we've continued to do all that we can to make this vision a reality. Guided by our strategy, we've listened to people with lived experience, our volunteers, staff and supporters to find out how we can strengthen the impact of our work and reach even more people who need us.

In the following sections of this report, we detail our progress and achievements against our five key priority areas and strategic principles. This is our strategy in action, showing how we work towards our vision that fewer people die by suicide.

Priorities

Access

We're committed to making sure that anyone who needs us can access our support.

What we achieved this year

3.3 million calls for help answered[1]

Over 20,000 people volunteered their time for Samaritans last year. We were there when people needed us most, responding to over 3.3 million calls for help in 2025. This included more than 3.1 million phone calls and 45,000 online chats. In the UK alone, Samaritans answered calls from over 260,000 unique numbers in 2025. Suicidal feelings or behaviours were expressed in just over 1 in 5 calls for help that involved emotional support.

Making sure there's always someone to listen

We answer a call for help every 10 seconds. Usually this is within minutes, but at certain times, usually in the middle of the night, people might have to wait much longer.

This year, to help us achieve the target number of volunteers on shift at each hour of the night across the week, we piloted a new regional approach to volunteer rota management. This more joined-up approach to managing rotas, piloted across the South East region, resulted in branches in the region increasing their listening hours by over 30 per cent at night and on weekend evenings, and answering over 50 per cent more calls during these hours. Average waiting times during these hours were also the lowest on record.

What we've learned is simple: every volunteer's contribution matters and adds up to real change for our callers.

Evaluating and improving our online chat service

The way people are choosing to communicate with us is changing. To address this, we have been piloting our online chat service since September 2020. To date, we have supported over 200,000 chats with around 3,500 chat-trained volunteers from 79 different branches and hubs involved in helping to deliver the service for our callers.

Over the last year we carried out an evaluation of the online chat service to make sure it continues to remain safe, high quality, and impactful for those who use it. Supported by The

[1] The helpline statistics in this section are based on data recorded during the 2025 calendar year. A 'call for help' is any contact method made to Samaritans for support, for example by phone, online chat or face to face in branch.

Prudence Trust, the evaluation included surveys, focus groups and operational data to build a fuller picture of how the service is being used and how it could be improved.

Findings from the evaluation show that people come to online chat with a wide range of emotional needs, communication styles and expectations. The online chat service has an immediate positive impact, greatest for those with longer chat durations, female users and those experiencing bereavement or work-related stress. Some users arrive at online chat with misunderstandings about its purpose or limitations, often due to inconsistent external signposting. Short waiting times are consistently valued by users. While demand for online chat is clear, the ability to scale is limited by the availability of trained volunteers.

The evaluation highlighted the unique value online chat brings to those who use it and our volunteers. By addressing the challenges and continuing to adapt based on the feedback and evolving needs, our online chat service can become an even more vital component of our overall support offer.

Supporting people in prison

The Listener scheme is a peer-support scheme in prisons, which aims to reduce suicide and self-harm. Listeners are people in prison who provide confidential emotional support to their peers who are struggling to cope or feeling suicidal. They are specially selected and trained for the role by our volunteers.

This year, we had 1,600 Listeners in prisons across the UK and Ireland, who were supported by over 1,200 prison support volunteers. Our prison Listeners supported people more than 40,000 times in prisons, listening for over 25,000 hours. In 2025, across all nations, volunteers continued to support 179 prison Listener schemes. Samaritans' volunteers in branches also answered over 680,000 calls from our prison helpline for England and Wales.

We've created a postvention response to address the effects that a death by suicide has on other people in prison and on the officers who work in the prison. Previously, postvention was only available in publicly operated prisons. This year, we secured additional funding and worked with Heads of Safer Custody in five private prisons in England to roll out postvention training to prison staff. Training sessions took place over four days, with over 280 private prison staff across different roles attending. This will benefit over 4,700 people in prison. Feedback on the training has been positive, and the prisons are seeking to integrate it into induction training for new officers, as well as delivery to all remaining existing staff.

Improving our Welsh services

We created our Cynnig Cymraeg with the Welsh Language Commissioner's Office to provide emotional support to Welsh speakers. This year we worked to make improvements in our

Welsh helpline service. Having established the line within our new listening centre – the system that receives calls and messages from across the UK – we are now working towards better monitoring usage, aligning volunteer capacity to demand and recruiting volunteers from branches who have not historically contributed to the helpline.

We also began the process of establishing the Welsh helpline as a 'hub' model of service in line with a range of other Samaritans services. This will see the helpline governed with a volunteer management structure akin to our physical branches. Our hope is that this will enable scaling up and improvement of the Welsh helpline in the coming years.

Focusing on being there for people in crisis

This year, we took the difficult decision to start the process of closing our email and letter writing services in the UK.

The decision to close these services wasn't taken lightly and we know that for many, they have provided hope and a listening ear in difficult times. But the way people use technology is changing and we want to make sure our services are fit for today's world and the future. When someone is in crisis, we can't provide immediate support by email, but through phone and online chat we can be there for someone in the moment they need us most.

That's why we're focusing on providing our 24/7 telephone helpline and expanding our online chat service – because these services offer immediate support from trained Samaritans volunteers.

We're taking a gradual approach to closing the email and letter writing service in the UK. This is being implemented over a period of several months while we support people to transition to other support services. We have removed the email and letter writing service from our website and materials and are asking other organisations to stop advertising these services.

Reach

We're working to connect with communities, to reach more people to let them know we're here.

What we achieved this year

Changing attitudes to save lives on World Suicide Prevention Day

Suicide is not inevitable. You can interrupt someone's suicidal thoughts. You could save a life. This was our campaign message for World Suicide Prevention Day (WSPD) this year, developed with seven lived experience advisors.

We co-created the whole campaign with our lived experience advisors, including a film and guidance on how to interrupt someone's suicidal thoughts or support yourself, which now has its own section on our website.

The campaign was seen almost two million times on social media and had 72,000 comments, likes or shares. This was an almost 50 per cent increase in views and over 100 per cent increase in engagements compared to our previously most successful WSPD campaign in 2024.

This was a huge success for Samaritans' first fully co-created awareness campaign, and we are taking forward learnings into our work to co-create next year's campaign.

The Premier League launched Together Against Suicide with Samaritans

On World Suicide Prevention Day, the Premier League in England, with support from Samaritans, launched a brand-new initiative backed by all 20 football clubs.

Middle-aged men are one of the groups most at risk of suicide. Together Against Suicide is changing the game by creating safe spaces for fans to talk at select matchdays every week.

The initiative directs fans experiencing suicidal thoughts to support, helping them feel confident to kick off a conversation that could make all the difference. It raises awareness of the signs to look out for and equips fans with the skills to start conversations and guide others toward further support if needed. And finally, it fosters a culture of connection, care and early intervention across football communities.

As part of the partnership, the Premier League funded a pilot project training staff and stewards at 11 football clubs. Our Samaritans Training and Engagement Programmes (STEP) team taught them how to listen without judgement, manage suicidal conversations safely, and signpost people in emotional crisis and distress to further support.

The launch achieved broadcast and print coverage across 26 different outlets including BBC London, Good Morning Britain, The Guardian, The Mirror, Sky Sports, Talksport, and TNT Sports, with an estimated reach of 88 million people. Social media content was seen 8.6 million times and gained 64,000 likes, comments or shares. So far, tens of thousands of fans have interacted with their club's matchday support services. Several clubs have launched their own campaigns as part of Together Against Suicide initiative, for example Brighton & Hove Albion with their 'Kick off the conversation' campaign and Tottenham Hotspur with 'To Talk Is To Do', both of which signposted to Samaritans.

The campaign has garnered so much support that the UK Government is now on board and have included it as a key pillar in their new men's health strategy for England.

Raising awareness, 24/7

Samaritans Awareness Day (held annually on July 24 because we are here for people 24/7) is our opportunity to show the public what we stand for.

This year we created a powerful film highlighting why we exist, featuring performances from Samaritans' listening volunteers. Volunteers across the UK and Ireland raised awareness in town centres, in shopping centres and at railway stations.

The campaign video was seen over 230,000 times and the sentiment towards it was very positive. Overall, the campaign had over 35,000 comments, likes or shares on social media. Some of our celebrity ambassadors like Scarlett Moffatt, Elizabeth Day, Charlie Mackesy and Gail Porter shared the video and other content on their social media channels.

In Ireland, we also launched a 24/7 fundraising initiative, asking people to take on something or give something up for 24 hours. The initial test phase highlighted people with specific interests (such as gamers and crafters) who would be likely to take part and fundraise, while sharing our messaging with their close-knit communities. The fundraising day was developed with the support of branches and will continue in 2026, with a separate fundraising challenge launching in the UK.

Reaching communities through our work with the rail industry

For over 15 years, Samaritans has been working with Network Rail and the wider rail industry to reduce suicide on the railways and to support everyone affected by them. This year marked the first full year of delivering our rail programme's new regional model, making suicide prevention more proactive within higher-risk communities. Under this new model, our regional leads work closely with rail colleagues, local authorities and community partners, increasing awareness of Samaritans and strengthening local suicide prevention

activity before incidents occur on the railway. During the year, we delivered this work in 31 areas across Great Britain, exceeding our target.

Community outreach is also a big part of the work we do with the rail industry, and our rail team hosts regular 'roadshows' with the purpose of encouraging help seeking behaviour and awareness of support available in a community. This year, we delivered 11 regional roadshows, bringing together organisations that provide a broad range of support including wellbeing and mental health, to provide information, guidance, and support to people in their local communities. We engaged almost 4,000 people in conversations around suicide prevention and support services.

Demonstrating the power of small talk

Our Small Talk Saves Lives (STSL) campaign encourages people to start a simple conversation if they think someone isn't OK at railway stations or other public places, as long as they feel safe to do so. The campaign, delivered in partnership with Network Rail and British Transport Police, encourages people to approach others and offer support through small but meaningful interactions, helping to reduce suicide in public settings.

Part of the campaign this year was our Ticket to Talk launch event in London Waterloo station. The powerful installation featured more than 2,000 physical train tickets representing the small everyday phrases that were used around the rail network in the last year to help save a life.

This year the campaign was seen over one million times on social media and had over 68,000 likes, comments or shares. We also achieved 28 interviews which were aired across nearly 450 radio stations and one TV channel.

Most importantly, the campaign had a demonstrable impact on people's likelihood to act if they saw someone at risk. A post-campaign survey showed that people who saw the campaign had a greater willingness to approach and speak to someone who may be struggling to cope at a railway station and were more likely to notice if someone didn't seem OK. Of those who saw the campaign, 38% said they would definitely approach and speak to someone in this situation, compared to 25% of people who hadn't seen the campaign. And 85% of those who saw the campaign said they would notice if someone was struggling to cope at a train station, compared to 69% of those who hadn't seen it.

The post-campaign survey also found that just under eight in ten took some form of action after seeing the Small Talk Saves Lives campaign. The most common action was talking about the campaign with friends and family and seeking further information through the

Samaritans website. Just under a third (27%) said they had reached out to someone who didn't seem OK after seeing the campaign.[2]

Reaching more people in Wales

This year, we ran an online caller awareness campaign in Wales, which was specifically targeted to reach people living in areas with high deprivation. The adverts, in English and Welsh, allowed people to click through to our website to find out more about our services, including our Welsh language line.

On Meta, the campaign was seen 3.6 million times and successfully surpassed all targets, driving over 3,000 clicks to our website, demonstrating strong momentum and effective engagement with our target audience. Our website advertising was seen 770,000 times, also surpassing our targets.

Alongside this, we successfully completed the 'Our Farming, Our Future' project which aims to break the cycle of suicide risk in rural Wales. The project is delivered in partnership with farming support charity, Tir Dewi, and works closely with Wales Young Farmers Clubs and their members to develop peer-led activities and resources to reduce the risk of suicide in rural communities across mid-Wales. We made sure all resources were provided in both English and Welsh to ensure that they were inclusive of Welsh-speaking communities. We've had lots of interest and support from stakeholders and politicians throughout and it has opened future opportunities for us in Wales.

Outreach in communities across Scotland

To make sure our reach goes beyond traditional settings and to make emotional support more accessible in the community, we designed and piloted a new outreach model in Scotland. The model included recruitment, training, live delivery at events, and the development of supporting processes, guidance and evaluation. This year, we delivered three outreach events, four in-person training days, and recruited new volunteers across multiple branches. Because of this we were able to establish a scalable model and create a foundation of wider roll-out across Scotland as a whole.

Ten years of our free helpline in Northern Ireland

In November, we held an event in Belfast City Hall to mark 10 years of our free helpline in Northern Ireland, hosted by the Lord Mayor of Belfast, Councillor Tracy Kelly.

[2] Survey with 2,106 adults aged 30–60 who had travelled by rail in the past 12 months, carried out by Savanta.

The event, with over 80 people in attendance, was held to recognise volunteers in Northern Ireland who have answered more than one million calls and given over 250,000 hours of support since the helpline became free to call ten years ago.

We received good coverage across broadcast media. Interviews took place with a former caller and a volunteer Regional Director who signposted to the helpline throughout interviews.

The event was a meaningful opportunity to mark this incredible milestone and to shine a light on the dedication of Samaritans' volunteers throughout Northern Ireland. It also helped bring greater public awareness to the vital support the service provides. Having the Lord Mayor of Belfast and both Junior Ministers speak at the event showed how deeply valued Samaritans is within the community.

Impact

Making sure our voice is heard across the United Kingdom and Ireland to create change.

What we achieved this year

United with the frontline

Three in four people who die by suicide aren't in contact with mental health services in the year before they die.[3] But many are in contact with other frontline workers. Emergency responders like police officers, firefighters and ambulance staff are often first on the scene when someone is in suicidal crisis. Yet suicide prevention training is not mandatory for emergency service workers.

In England, our United with the Frontline campaign, starting in 2024, calls on the Government to make sure all emergency service workers have the suicide prevention training they need.

Since 2024, we've built momentum by strengthening our evidence base through freedom of information requests across every emergency service. We've developed relationships with key partners such as the National Police Wellbeing Service (Oscar Kilo). And we've secured the inclusion of several of our policy asks in the National Fire Chiefs Council suicide prevention toolkit for Fire and Rescue Services.

In 2025, approximately 1,000 campaigners put public pressure on their MPs to take action. And we engaged with ministers, officials and parliament during key political moments including Party Conferences and World Suicide Prevention Day.

This work resulted in the Government announcing mandatory protected time for trauma and suicide prevention training for all new recruits and supervisors in the police force. We were also invited to two Home Office roundtables on suicide prevention and police wellbeing, where we were the only non-policing organisation.

Our next focus is shaping the future of this training so that it supports both staff wellbeing and people at risk of suicide. We're also pushing for mandatory training for firefighters.

Dispelling the myth of 'Blue Monday' with cuppas and chats

At Samaritans, we know life can be tough, and we want to challenge unhelpful myths like 'Blue Monday,' which was created to sell holidays and reinforces negative mental health

[3] National Confidential Inquiry into Suicide and Safety in Mental Health (2024): Annual report 2024: UK patient and general population data 2011-2021. https://sites.manchester.ac.uk/ncish/reports/annual-report-2024

stereotypes. Instead, we promote 'Brew Monday', a day to reach out to someone for a cuppa and a chat. We know feeling low isn't tied to any specific day, so we use the day to remind people to connect and check in with others and talk about how they're feeling.

This year, more than 200 train stations, depots, rail offices and trains hosted Brew Monday events, resulting in thousands upon thousands of meaningful conversations over cuppas.

For the first time, 10 Downing Street also hosted a Brew Monday coffee morning, attended by Prime Minister, Rt Hon Sir Keir Starmer MP. We also held our biggest ever Brew Monday drop-in session in Parliament, hosted by Liz Twist MP, with 72 MPs and peers taking part.

Our official sponsor, Three UK, commissioned a survey around the nation's attitude toward tea breaks and partnered with Dr Alex George to help launch it. This achieved a front-page feature in the Metro, with additional coverage in The Mirror, The Sun and The Daily Star.

This year we secured more than 200 pieces of media coverage in total. Our organic social media content for Brew Monday was seen over 600,000 times and had 22,000 comments, likes or shares. And the Brew Monday webpages had 45,100 views, 21,000 of which were for the downloadable resource and toolkit pages for people holding their own Brew Monday events.

Keeping people safe in public spaces

We train rail staff all over Great Britain to identify people in distress and make interventions, and to be aware of the effects of trauma in themselves and others.

In 2025/26 we trained over 3,000 rail staff in our Managing Suicidal Contacts and Trauma Support. An additional 1,400 staff were trained by our in-house trainers within rail companies, and Samaritans volunteers provided postvention support over 100 times, supporting staff and members of the public after a suicide. Since the start of our rail partnership in 2010, Samaritans has trained over 34,000 rail staff to save lives.

In Ireland, we were also involved in the development of a new best practice toolkit: *Preventing suicide in public places*. Published by the National Office of Suicide Prevention, it draws particular attention to deaths by suicide that occur in public places – at bridges, cliffs, parks, railways, roads, waterways and historic sites. The toolkit is mainly for public bodies, agencies or stakeholders responsible for these types of public places, but can be accessed by those involved in related health, public health or suicide prevention/postvention responses, locally and nationally.

The publication aims to prevent deaths by suicide, by creating awareness and putting preventative measures in place at locations where such tragedies have occurred. Most

recent figures show 500 people died by suicide in 2022 (CSO). Among men aged 20–24, over a third of all deaths were due to suicide, the highest rate of any male age cohort.

Keeping people safe online

Use of AI chatbots for health-related purposes is growing steadily. Research from the charity Mental Health UK found that more than one in three (37%) of adults said they have used an AI chatbot to support their mental health or wellbeing.[4] A 2025 report from Common Sense Media found that one third of users said they had chosen to discuss important or serious matters with AI companions instead of real people.[5]

And while these chatbots can provide information and supportive messaging, this must be done carefully to avoid providing harmful information or increasing the risk of suicide or self-harm.

That's why we've called on the Government to clarify and extend the scope of the Online Safety Act to explicitly cover AI chatbots. This must include urgently publishing clarity on which AI chatbot models are not currently covered by the Online Safety Act and why. Where gaps exist, legislation or statutory guidance should be introduced to explicitly bring all AI chatbot platforms within scope, regardless of whether they function as search engines or user-to-user services. This should include standalone, character-based and 'companion' AI systems.

We've been influencing directly, through meetings with Ministers, working behind the scenes with influential government officials, building and sharing evidence where things are not covered, and building collaborative relationships with key stakeholders like Ofcom. We've also shared our calls publicly, published our AI chatbot policy position, and highlighted our stance and shared more information with a blog on Safer Internet Day.

Influencing decision makers to make suicide prevention a priority

Our vision is that fewer people die by suicide. To help make that possible, we need to influence people in power, to reduce the likelihood of people being exposed to harmful content.

[4] Mental Health UK. (2025, November 18). Over one in three using AI chatbots for mental health support, as charity calls for urgent safeguards. Mental Health UK. https://mentalhealth-uk.org/blog/over-one-in-three-using-ai-chatbots-for-mentalhealth-support-as-charity-calls-for-urgent-safeguards/

[5] Robb, M. B., & Mann, S. (2025). Talk, trust, and trade-offs: How and why teens use AI companions (Report). Common Sense Media. https://www.commonsensemedia.org/sites/default/files/research/report/talk-trust-and-tradeoffs_2025_web.pdf

Parliamentarians have the power to pass laws and influence government to improve suicide prevention efforts and ultimately save lives.

This year, we engaged with those in UK parliament over five events: our World Suicide Prevention Day reception, a United with the Frontline drop-in, an Online Safety drop-in, and Brew Monday, which included a reception at Number 10, Downing Street. We also attended three party conferences and had a stall at Labour conference.

We actively engaged with 80 parliamentarians, including 16 Ministers, the Secretary of State for Health and Social Care, and the Prime Minister. The events led to 291 meetings and face-to-face interactions and Samaritans was mentioned 47 times in parliament.

Safer reporting on suicide

Irresponsible or sensationalist reporting of suicide can lead to imitational suicidal behaviour among vulnerable people. That's why Samaritans works closely with the media to promote safe, accurate and sensitive coverage, helping reduce harm and save lives.

This year we delivered 24 media guidelines advice sessions to journalists, 16 to journalism students and 12 to non-media stakeholders and communications teams. This was a great opportunity for us to present the research and evidence our guidance creates and show journalists and organisations how to approach the topic of suicide.

In collaboration with NHS Wales, we developed best-practice guidance for professionals on responding to online issues relating to high-risk locations, and how to post safer communications in the aftermath of a suicide at a high-risk location. This will help reduce potentially harmful content and increase signposting for support.

In Ireland, training focusing on what language to use when talking about suicide and self-harm in the media or in a public domain was delivered to members of the Oireachtas (parliament) and their staff. The training was based on Samaritans' Media Guidelines. It also included helpful information on how staff could speak to people in crisis who often ring or visit constituency offices. Another important aspect of the training was about self-care after a difficult conversation.

Research into poverty, inequality and suicidality in Northern Ireland

Our Lost Futures research examined the relationship between socio-economic factors and suicide risk, to deepen our understanding of the structural drivers of suicide risk, particularly the role of poverty and inequality.

We conducted two focus groups to capture lived experience and frontline insight, did an analysis of qualitative findings alongside existing evidence, and developed a full research

report and a policy report with actionable recommendations. To make sure the research informed decision-making, we held a high-level launch event at Parliament Buildings, launched by the Health Minister, and evidence sessions with the Health Minister and Health Committee.

The research has been influential in shaping the policy conversation, strengthened our evidence base and elevated the issue within policy discussions at Ministerial, Committee and Executive levels. It has influenced how suicide prevention is being framed, with greater emphasis on prevention, early intervention and system-wide responsibility. And it has strengthened the case for cross-departmental investment and collaboration.

A symbol of connection in Scotland

On Burns Night, we launched our brand new 'Samaritartan' in Scotland, in partnership with International Tartans' Retweed, tartan weavers House of Edgar.

The Samaritartan, named by our volunteers across Scotland, was made to raise awareness of suicide prevention and act as a conversation starter to help address the stigma around suicide and mental health. It will be seen on kilts, ties, and scarves and is a symbol of connection, weaving together the volunteers, branches, communities, and wider organisation.

Award winning Scottish poet and current Edinburgh Makar, Michael Pedersen, also wrote a beautiful and unique poem around the tartan and the meaning of connection.

Capacity

We'll increase our capacity to become one team of valued, diverse, skilled people.

What we achieved this year

Saving lives today, tomorrow, and in the future

In 2025, we began a crucial piece of work to make sure we can reach and support even more people at risk of suicide.

We invited all our volunteers and staff from across the UK and Ireland to take part in a survey, exploring five of the biggest challenges facing Samaritans:

- Changing attitudes to volunteering
- Our complex organisation and structure
- Shifts in technology and artificial intelligence
- Difficulty demonstrating our impact
- Income pressures

Nearly 8,000 volunteers and staff shared their views and experiences, offering insight into the delivery of our services at branch, regional and national levels. Findings from the survey, combined with insights from people with lived experience, partners and other experts, informed discussions about how best to respond and continue working towards our vision of fewer people dying by suicide. And the Board outlined a series of changes they believe need to happen over the coming ten years to ensure the long-term sustainability of our charity.

Over the summer around 3,500 volunteers registered to attend one of 29 trustee-led webinars, where proposals were explained and discussed at length. Trustees also attended the 14 Regional Council meetings that followed, listening carefully to the views of volunteer leaders and responding to their questions. Alongside this, over 1,500 emails from around 1,400 volunteers and staff were received and responded to via a dedicated mailbox.

The feedback was honest, thoughtful and at times, challenging, reflecting the deep connection that volunteers and staff have to Samaritans and the people we support.

Following this extensive engagement, our transformational change programme has now begun in the UK. As part of this work, we are focused on developing the most effective and sustainable service model for the future. We are exploring new innovative ways of volunteering to provide our life-saving service. We are developing better ways to measure our impact. We have to place our focus where we can have the most impact, so we're

stopping some areas of work and prioritising those that can provide immediate support for people in crisis and reduce suicides. This work will shape the future of Samaritans and our life-saving services and is further outlined in our 2026 – 2036 strategy.

Developing our volunteers and staff

This year, we developed and launched a new volunteer leadership development guide, supporting new and existing volunteer leaders to help build their knowledge and understanding of their roles at Samaritans. Since launching in December 2025, we've had around 2,300 unique views of the guide.

We also delivered 16 training sessions focused on upskilling our staff managers to support the launch of newly refreshed people policies. Some staff wanted to increase their knowledge, skills and leadership in specific areas, and we had apprenticeships in place to help train them in areas like coaching, data, business administration and management.

Samaritans Training School (STS) provides our central recruitment and training provision to support branches and hubs with their recruitment and training of new listening volunteers. Through the year, the team supported Samaritans branches and hubs, delivering 29 programmes of core development for new listening volunteers (with 580 training spaces available), 59 embedding development sessions to continue and consolidate the learning (2,950 training spaces available), and six continuous development sessions (mentoring at Samaritans and training at Samaritans).

This year we continued embedding Equity, Diversity and Inclusion (EDI) across our operations, including through the delivery of EDI learning to over 19,000 staff and volunteers. We're seeing early signs that this work is helping to build confidence, consistency and shared understanding across Samaritans, including in how EDI-related issues are recognised, discussed and responded to.

Strengthening our recruitment

Following our work to redefine the scope of our leadership roles, we focused on ensuring our recruitment is open, fair and inclusive. In collaboration and consultation with staff and volunteers, we shaped an approach that strengthens volunteer leadership across Samaritans and keeps human connection at the centre. Our future depends on having skilled and talented volunteer leaders in place, and this updated recruitment pathway ensures a high calibre of candidates, while offering an opportunity for those who didn't succeed to receive guidance and development to be considered in the future.

Sustainability

Creating meaningful relationships with our supporters so we can continue working towards our vision that fewer people die by suicide.

What we achieved this year

Forming partnerships to save lives

Suicide prevention is everyone's business. That's why we work in partnership with organisations and industries to help more people understand how to be there for people who are in crisis or having suicidal thoughts.

Driven by the mission "Making Connections Matter," our five-year partnership with Three UK has reached millions of people, raising awareness of our services and the power of human connection. This year, the partnership crossed its million-pound milestone. We also launched the third season of #TalkMoreThanFootball with Three UK. Research from Three shows that two thirds of football fans struggle with their mental health. Our partnership encourages them to talk about more than the game. Former England striker turned podcaster Peter Crouch shared his personal experience as part of the campaign and raised awareness on his podcast. Five national news articles and almost 300 regional outlets across the country also shared the campaign video, and it was viewed 447,000 times on social media. As part of the campaign, our Samaritans Training and Engagement Programmes (STEP) team also trained taxi drivers in listening skills, and on 3 April 2025 football fans were offered free taxi rides to Chelsea's football ground, Stamford Bridge, on the condition that they #TalkMoreThanFootball.

In response to the higher risk of suicide within the construction industry, where workers, particularly middle-aged men, are significantly more likely to die by suicide than the general population, we developed a five-year partnership with Cala Homes. This year, the partnership focused on engaging staff in a wide range of fundraising activities, from marathons to team challenges, helping to raise one million pounds and embed a culture of openness and support around mental health across the organisation. This funding has helped enable our volunteers to respond to up to 100,000 calls for help and engaged over 1,300 employees across nine offices. It has been widely praised for helping to normalise conversations around mental health across the organisation and contributing to a more open and supportive workplace culture.

In total, our Samaritans Training and Engagement Programme (STEP) delivered over 550 workplace training courses to more than 5,500 participants from across over 120 different organisations, helping them to train their people and teams to spot and support anyone struggling to cope.

Harnessing the power of events to raise funds for Samaritans

Our incredible supporters continued to raise significant funds while also increasing the profile of Samaritans through taking part in a wide range of events. Their dedication helped us expand our events programme this year and raise more than double the income of the previous financial year. Running events have grown in popularity and supporters have embraced new opportunities including the Paris Half Marathon, Manchester Marathon and Great South Run.

In 2025, we delivered a programme of 21 events, growing to 35 events in 2026. Across the 2025/26 financial year, our third-party events programme raised more than £1.7 million.

Reaching new audiences through our fundraising

This year we reintroduced face-to-face fundraising to help grow our regular giving programme after a 10-year pause. In the past this approach helped thousands of people choose to give regularly to Samaritans and their generosity has contributed more than £3.5 million to our work since 2010. The pilot helped us understand whether people would welcome the opportunity to support Samaritans in this way again.

The pilot study, undertaken by two vetted fundraising agencies (Acwyre and Smile) conducted in person fundraising in approved venues across London, the Midlands and the North of England. Fundraisers received training on safeguarding, messaging, vulnerability and brand presentation and used branded Samaritans materials such as lanyards and welcome leaflets to raise awareness.

It helped us try different ways to fundraise, supporting income growth and also giving us the opportunity to talk to younger supporters about the work we do and why we need their support. This activity also helps to grow the number of supporters we can talk to about potentially leaving a gift in their Will, as well as a number of other ways they could support us.

By the end of the campaign, we saw positive results, recruiting 2,130 new regular donors, giving an average monthly donation of around £10, generating around £150,000 in one year, and a projected £785,000 cumulatively over five years. We are now at the highest level of active regular givers in four years.

This year, we also ran radio and Spotify adverts to encourage people to give a gift to Samaritans in their Will. We told people about the impact that a gift in a Will can have for Samaritans and how it will help us be here for more people in the future. The radio campaign reached 2.86 million people, we had 1 million impressions on Spotify and 1.3 million on Google. This led to a threefold increase in the number of Legacy enquiries over a three-month period, helping us secure funding for the future.

This year, we were chosen as one of the charities benefiting from the BBC Radio Four appeal. The appeal was read by our ambassador Scarlett Moffatt and featured Layla, who lost her mother to suicide as a child and called Samaritans herself when she was finding life tough. As well as raising over £26,000, the appeal also raised awareness of Samaritans among Radio Four's listeners.

Principles

Equity, Diversity and Inclusion (EDI)

We are working to break down barriers so Samaritans becomes more inclusive, both in how we support our people and in how we reach and respond to those who need us. This means building the knowledge, confidence and accountability needed across the organisation, while also improving how we understand and respond to the needs of different communities.

This year we:

- Had over 17,000 staff and volunteers complete EDI learning, creating a stronger shared foundation across the organisation. Evaluation of the learning showed consistently positive responses, with 95 per cent agreeing or strongly agreeing that it increased their understanding of EDI concepts and the link between inequality and suicide.

- Continued to build EDI capability across Samaritans by significantly expanding the online EDI hub, giving staff and volunteers access to self-serve guidance, tools and learning resources to further embed inclusive practice into their work.

- Delivered awareness-raising sessions in partnership with specialist organisations, including Lexxic on neurodiversity and Galop on LGBTQ+ trauma, helping staff and volunteers strengthen their understanding of different lived experiences and the barriers people may face when seeking support.

- Relaunched our Speak Up line with strengthened governance, bringing together anonymous and non-anonymous routes for feedback and concerns. This will support a safer and more transparent environment where people can raise issues and where learning can be identified and acted on.

- Moved to a more open, structured and inclusive recruitment process for senior volunteer leadership roles, enabling a wider range of volunteers to put themselves forward and be assessed consistently against the requirements of the role.

- Began to strengthen our evidence base on the needs and experiences of some groups experiencing barriers to accessing support for suicide and self-harm, including middle-aged men, LGBTQ+ people, people experiencing financial difficulty, people in prison, people who have self-harmed and people from racialised communities. This includes exploring barriers to help-seeking, what works in

prevention and intervention and how Samaritans can be more relevant and accessible to people whose experiences and circumstances may shape whether, when and how they seek support.

- Developed our understanding of how neurodiversity can affect help-seeking in prisons, supporting more inclusive approaches to suicide prevention in settings where people may face multiple and complex barriers to support.

- Used evidence and insight to support more inclusive decision-making across key organisational changes, including work to understand how future service models can better reflect population need, representation and accessibility.

Lived experience

We will ensure the voices of people with experience of suicidal feelings, suicide attempts, self-harm, or bereavement by suicide is central to and shapes all our services, products, campaigns and activities.

This year we:

- Created a plan that outlined our ambitions, values and goals for lived experience involvement over a five-year period.

- Explored different tools and mechanisms to enable us to consistently monitor and evaluate the lived experience involvement happening throughout the organisation.

- Recruited and trained two Lived Experience Coaches to begin piloting a new Lived Experience Coaching Model in 2026/27.

- Ensured the voices of people with direct experience of self-harm in prison shaped both the research findings and their dissemination.

- Shared case study insights to amplify lived experience voices to senior practitioners and decision-makers, ensuring that policy and practice discussions are informed by real experiences.

- Worked with three people with lived experience in intervening when someone is suicidal for our Small Talk Saves Lives campaign, putting their voices front and centre across all assets including campaign launch, broadcast assets and social media.

- Worked with people with lived experience to co-create a powerful new campaign for World Suicide Prevention Day, highlighting that suicide is not inevitable and that suicidal thoughts can be interrupted.

- Had two lived experience representatives on the service and quality committee embedding lived experience into our service review process.

Safety and quality

We will ensure a safe, effective and positive experience for all those who come into contact with our services. We will continue to focus on safety and quality, including safeguarding children and adults at risk of harm who seek support from us. We will always look to exceed the expectations of people we support.

This year we:

- Increased the number of volunteers who specialise in quality, safeguarding and caller support, operating from both the quality hub and the caller support and safeguarding hub. This means our 24/7 services are enabled by our internal 24/7 safeguarding support service to always keep callers and volunteers safe. We now have 65 active volunteers in the safeguarding and caller support hub in the UK and nine in Ireland and Northern Ireland.

- Carried out 49 quality reviews to ensure our branches adhere to set standards around safety, effectiveness, and positive experience for the people who use our service. These reviews allowed branches who needed it to have quality action plans or short interventions to make sure that their standards met our targets.

- Tripled our number of trained Designated Safeguarding Leads. This ensures safeguarding support is always available to staff and volunteers identifying safeguarding concerns, and that knowledge is shared.

- Had 800 volunteers attend a special lived experience webinar focused on how safeguarding can be positive in people's lives. They heard real accounts from people with lived experience, talking about the transformational impact safeguarding had on them, and how having someone who listens and is non-judgemental was critical to them getting the support they needed.

- Worked with the National Safer Custody and local Safer Custody teams to ensure schemes run effectively and safely for branch volunteers and prison Listeners, as well as prison staff.

- Ensured peer mentoring was in place to support our volunteers in delivering a safe, effective and positive service.

- Ran our national face-to-face fundraising pilot, training all fundraisers in safeguarding, with their activity monitored through mystery shops and oversight processes.

- Made sure that the parameters of discussion in our lived experience panels were restated at every session, that people were briefed on content beforehand, and that we checked in with people afterwards.

- Made it a priority to ensure that any research being used to inform activities was ethical and not causing harm.

Evidence based

We will use research, evidence, insight and data to inform all our services, activities and digital offerings. Where evidence is not available or clear, we will look to work with partners to fill those gaps.

This year we:

- Recruited two professional and two lived experience members to our Research Ethics Board. And we delivered sessions for all members to inform them on the new ethics policy. Our members are now informed on what is expected of them and how to perform their role.

- Used data collected by prison Listeners and branch prison support volunteers to report levels of engagement across service providers and continued to use evidence and research to inform our work in prisons.

- Developed strong evidence for new funding bids through rapid, high-quality research and data, including critical fact checking. This ensures that our work is informed by the latest range of quality evidence, places us as a trusted and evidence-led organisation with substantive knowledge of suicide and suicide prevention and lays the foundation for positive evaluation outcomes.

- Delivered funded support to the charity Missing People to conduct new research to help fill a key evidence gap around the lived experiences of people who go missing while experiencing suicidal thoughts.

- Provided our expertise around suicidality research, lived experience and communications. The research produced a new publicly accessible report on the findings, and a dissemination webinar was attended by over 300 people, including police forces, social services and researchers.

- Generated new insights on self-harm in prison, an area where there is relatively limited qualitative evidence grounded in lived experience. The research used robust qualitative methods to explore the underlying drivers of self-harm, including unmet needs, lack of control and social isolation, helping to move beyond surface-level interpretations of behaviour.

- Provided high-quality research to support colleagues crafting external messaging, campaigns and press responses, ensuring they are informed by the latest range of quality evidence.

Vocal and visible

We will never shy away from raising our voice and campaigning on issues that matter to us, particularly those that directly or indirectly impact people's risk of suicide, such as inequality, deprivation, prejudice and unfair treatment.

This year we:

- Campaigned to make sure all emergency service workers have the suicide prevention training they need, which resulted in the UK government announcing mandatory protected time for trauma and suicide prevention training for all new recruits and supervisors in the police force.

- Called on the UK government to clarify and extend the scope of the Online Safety Act to explicitly cover AI chatbots.

- Encouraged open conversations and challenged stigma through our Brew Monday, World Suicide Prevention Day and Small Talk Saves Lives campaigns.

- Raised awareness and influenced action on behalf of high-risk groups, particularly middle-aged men, including through impactful partnerships such as the Premier League's Together Against Suicide campaign.

- Gave a wide range people from diverse communities a platform to share their experiences and stories through our social media, press activity and website, giving hope to others who are going through a difficult time.

- Did some work to strengthen our brand messaging and purpose to show that we are here for anyone in crisis or suicidal. Our new message was developed with extensive research and testing, including with people with lived experience. It positions Samaritans as the charity preventing suicide through the power of human connection and calls on people to help us prevent suicide today, because tomorrow's too late.

Innovation and technology

We will encourage innovation and keep pace with developments, so that we can offer up to-date and responsive services to the people who contact us, 24 hours a day, and the most effective platforms for our people.

This year we:

- Moved the Ireland listening service onto our new organisation-wide listening centre, meaning that for the first time the whole service is on the same technology platform, supporting consistent application of processes, safety and standards.

- Developed and expanded our online chat service.

- Continued using a dedicated survey platform, making sure people with lived experience can easily contribute to Samaritans research, wherever they may be geographically.

- Introduced a new Ireland helpline status dashboard to show information about the helpline, email service and the number of volunteers signed in.

- Introduced early warning messaging for people who are calling us often, making sure callers are more aware of how often they contact us and empowering them to manage their own use of the helpline. By doing this we can make sure the service is available to as many people as possible.

Environmental responsibility

We will build a sustainable approach as we embrace hybrid working and volunteering and develop a better understanding of our energy footprint.

This year we:

- Procured a new green energy contract that provides 100 per cent renewable electricity from wind and hydro assets for our central charity, branch and wider property estate. This covers around 60 individual premises. We will continue to source green energy year on year to support our transition to lower carbon operations.

- Appointed an Environmental Consultant to act as our Energy Savings Opportunity Scheme (ESOS) Lead Assessor and successfully completed our third Streamlined Energy and Carbon Reporting (SECR) submission, capturing all energy consuming assets and activities across the UK for the 2025/26 reporting year. This ensures we continue to meet our statutory obligations and maintain accurate, organisation-wide visibility of our energy use and associated emissions.

- Submitted an ESOS Action Plan to the Environment Agency, outlining our future commitment to sustainability, our planned energy reduction measures, and our wider journey to reduce our carbon footprint.

- Produced a suite of environmental and energy saving guidance to support staff and volunteers in adopting more sustainable practices in their day-to-day activities. This guidance covers a diverse range of topics and is designed to help embed sustainability consistently across the organisation.

Work that was delayed, postponed or cancelled

Like many charities, we had to make some difficult decisions during 2025/26. Due to changing priorities, limited resources or capacity challenges, a small number of planned activities were delayed, postponed or cancelled.

We've outlined these below, along with the reasons behind each decision.

Evidence reviews on target groups: We're developing a targeted approach to preventing suicide for the groups and communities where we can have the greatest impact. We have identified six groups that we will focus on and are doing detailed evidence reviews on each of these. This work was initially scheduled to be completed by the end of the summer 2025 to support the 2025/26 planning cycle. However, the timeline was changed due to resource constraints. We are now expecting this work to be completed by the end of summer 2026.

The home listening service pilot: This project will trial experienced Samaritans volunteers answering calls from home during hours of need to improve answered rates and reduce waiting times. The project working group have put significant work into designing an operating model that meets the pilot aims. However, there have been additional requirements, particularly in relation to technology, that have delayed the launch of the pilot by a few months. The updated plan is to launch a 'proof of concept' in spring 2026 and a full pilot in summer 2026.

Lived experience advisory in prisons: Our intent had been to plan, develop and establish a lived experience forum and panel so we can consult with Listeners and callers in or following release from prisons. This was delayed due to capacity constraints, and we were unable to complete it before the end of the financial year. During 2026/27, we intend to partner with a specialist organisation to develop a framework and resources to safely and effectively engage former Listeners in our work.

Introducing caller PINs for callers in prison: In 2025, volunteers answered over 680,000 calls from callers in prison. Since 2024, Samaritans has been working with prisons and their telephone service provider to roll out individual PINs to be used by people in prison when making calls. The roll out of individual PINs isn't something we have direct control over as action is required in each prison and there has been limited capacity within Samaritans to monitor progress. However, currently 75% of prisons have PINs and there is now a dedicated project manager so this work is being taken forward as a priority.

Future plans and changes to the organisation

Samaritans has embarked upon a significant programme of change to help achieve our vision that fewer people die by suicide, driven by our new purpose:

> Samaritans is the charity that prevents suicide through the power of human connection. We provide compassionate listening services to people in emotional crisis, 24/7. We combine evidence with lived experience to influence decision makers to tackle the underlying causes of suicide. We change attitudes and encourage people struggling with suicidal thoughts to seek support. Together we can prevent suicide today. Because tomorrow's too late.

The Board of Trustees has set out an ambitious transformation programme. Through this work, over the next 10 years, we will address some key challenges facing the organisation, including:

- The way people want to volunteer is changing. We need to adapt our volunteering offer to attract new people to join Samaritans and find ways to retain more of the talent and experience we already have.
- Our branch network is no longer fit for purpose and we need to gradually change the service delivery model to ensure we are better placed to meet demand for the service and to meet volunteer needs.
- We need to be here for more people when they're in crisis or suicidal. That means focusing on providing services that can offer immediate support: our 24/7 telephone helpline and online chat service, which we'll be expanding over the next few years.
- In recent years we've seen rapid changes in technology and huge advances in the use of artificial intelligence (AI). We must understand what people contacting us in the future will want and need from us and how we can best support people in crisis. At the same time, we also need to fully understand the risks and make sure that human connection remains at the core of our service.
- We need to strengthen how we measure and understand the difference our work has on reducing suicide. This includes gathering reliable and anonymised data and feedback from people who contact us, setting clear starting points and tracking outcomes so we can see where we are helping and what we need to improve.
- We'll need to continue to adapt to a difficult economic climate, planning for and responding to challenges to ensure that the scale of our ambition is financially sustainable.

Through this first phase of the programme we will focus on:

- Implementing a new service delivery model for Samaritans. Over the next three years we'll be testing out our approach through three 'pathfinder' areas – the South

East region, Yorkshire and Humberside region and Scotland. This will include working with branches in identified strategic locations to support them to move towards the future service model. This will mean some branches in each region will merge and, regrettably, that some will close.

- Introducing a shared volunteer shift rota within the Yorkshire and Humberside region and in Scotland, before we trial a shared rota across all three pathfinder regions (including the existing rota within South East region).
- Making service improvements to the online chat service based on findings from the recent evaluation of the pilot service. We'll plan and begin implementing a phased scale-up of the service to support more people and increase the opening hours of the service in the future.
- Delivering the pilot of a home listening service where volunteers will trial taking calls from home. Our long-term aim is to increase service capacity and be there for more callers during overnight hours. The pilot will also help us understand if we can ensure a safe and effective service and a positive experience for callers and volunteers through home listening. Based on the evaluation, a recommendation will be made on whether or not we should introduce home listening at Samaritans, and if so, taking forward any learnings from the pilot.
- Exploring a refreshed delivery model for the prison Listener scheme and outreach activities to complement the future service delivery model and branch structure. Our immediate priority is to protect these services from the impact of any branch closures. In Scotland, we have also been reviewing how the prison Listener scheme can be sustained and strengthened as part of the future service model. This includes using evaluation findings, working with volunteers and internal colleagues, and exploring new delivery arrangements that can protect the scheme during wider organisational change.

In support of this programme, we'll also be progressing a range of cross-organisational projects that will support this transformation. These include:

- 'Being Samaritans', building on our strong foundations and improving the way we work and volunteer together and support each other while also supporting the people who contact us. We need to make sure that we have the right organisational culture to make a success of our transformational change.
- Making sure our services are fit for the future and support our core purpose and vision that fewer people die by suicide. We need to prioritise services that can provide immediate support to people in crisis, so we'll be closing our UK email and letter writing services in 2026. The decision to close these services wasn't taken lightly and we know that for many, they have provided hope and a listening ear in difficult times. But the way people use technology is changing and we want to make sure our services are fit for today's world and the future. We'll also be carrying out

reviews of other services to ensure these remain core to the delivery of our vision in the future – including face-to-face support in branches, our Festival (UK) branch, our Step by Step postvention service in schools and Facing the Future groups for people bereaved by suicide.

- Developing a targeted approach to preventing suicide for the groups and communities where we can have the greatest impact. We've identified six groups that we'll focus on: middle-aged men, people going through financial difficulty, people who have self-harmed, people in prison, LGBTQ+ communities and racialised communities. This is based on a number of factors, including evidence of increased or increasing risk of suicide, and where there are known barriers to seeking help. The first area of work will be deeper-dive research and mapping for us to understand these six groups in further detail, the effectiveness of existing interventions across providers for these groups, and any gaps.
- Exploring options for monitoring and evaluating the impact of our listening services, giving us a better understanding of the difference we make and how to keep improving in the future.

Financial Review

Overview

During the year a key focus was volunteer engagement and decision-making in relation to our 'Future Proofing' programme, which seeks to transform and improve how we operate to ensure that Samaritans can always be here, day or night, for those most at risk of suicide.

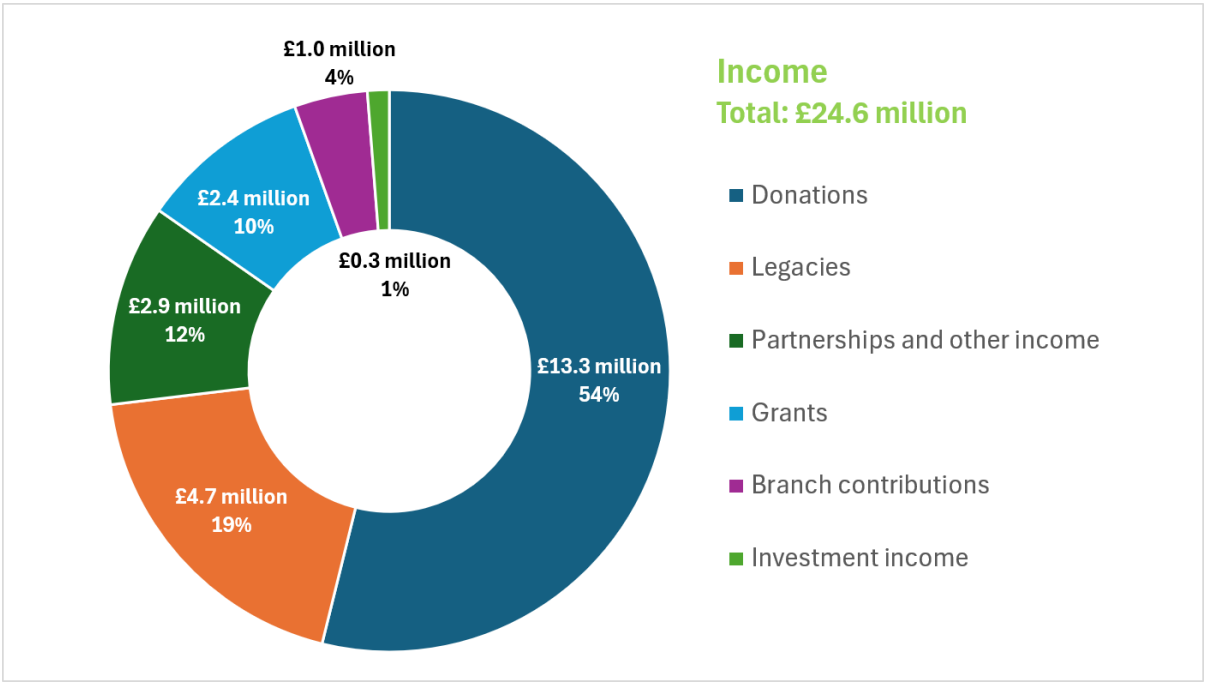
The financial statements of the consolidated charity group for the year ended 31 March 2026 show a net decrease in funds of **£2.7 million**.

The financial statements do not include the value of time donated by volunteers in delivering Samaritans' service. In 2025, our volunteers spent **more than 870,000 hours** answering calls for help, which is estimated at a value of **£17.1 million***. The total value of time given by our volunteers is considerably higher if recruitment, training, branch management, fundraising and outreach work is included.

It goes without saying that we could not operate our life-saving service without this generous donation of volunteer time and effort, for which we are grateful, as well as all the people and organisations who support us financially.

**Applying the median gross hourly rate for full time workers in the UK*
Source for earnings data: Office for National Statistics

Income



Total income for the year was **£24.6 million** (compared with £27.5 million in 2024/25). Within this total, grants fell by £1.8 million and donations fell by £0.7 million. The fall in grant income was largely due to delayed applications to align with our Future Proofing programme along with the timing of several funding decisions, and the fall in donations was

mainly attributable to the 'Thankmas' livestreaming event that raised just under £0.5 million in 2024/25 but did not reoccur in 2025/26. Overall, the fall in total income also illustrates the continued challenging fundraising environment, which has affected central income as well as income raised by Samaritans' branches. The recent AAW and Chartered Institute of Fundraising benchmarking report found that the charity sector continues to face rising demand for services, changing donor behaviour, increasing acquisition costs and ongoing challenges with regular giving retention.

Whilst total income declined in 25/26, we have seen stability across a number of income streams, for example Regular Giving which has remained stable at £2.5 million over the past two years. This is due to some initial investment which will continue beyond 2026 to support long term sustainable income growth and increase the number of donors who support us. This year we onboarded a new creative partner to support the delivery of our updated brand and fundraising proposition across key activity including our winter campaign, the outcome being to better communicate that we rely on public donations and improve the percentage of supporters who would consider giving to us.

Our legacy programme in the UK, including branch legacy income, raised over £4 million for the second year in a row, bringing in £4.7 million. The growth rate in legacy income for our central charity is higher than the sector average, showing that the investment we are putting into this programme is working.

Community and events fundraising raised over £3.5 million for the second year in a row with our event programme seeing the biggest growth, raising £1.6 million compared to £1.4 million in 24/25, showing the positive impact our partnership with TCS London Marathon has had on increasing demand for our places in events. We also secured a partnership with The Push Up Challenge, a virtual challenge which is new to the UK market, which helped to mitigate some more challenging fundraising areas.

From 2026/27, the Board of Trustees has agreed to additional investment over the next five years across individual giving, legacy and event fundraising, which will help us achieve our goal of increasing predictable, long term, sustainable income streams.

High-value income performance remained stable, supported by strong contributions across a diversified range of income streams. Across Philanthropy, income reached £0.7 million, driven by strengthened donor relationships, repeat gifts, and successful campaigns such as The Big Give. A growing and increasingly sustainable portfolio reflects a strategic shift away from reliance on unsolicited income, alongside new opportunities including multi-year funding and targeted engagement events.

Across wider fundraising streams, strong performance continued. The Samaritans Training and Engagement Programme (STEP) generated £1.1 million while maintaining resilience through a diverse client base and high retention. Corporate Partnerships contributed £2.3 million, with major multi-year agreements and high-profile campaigns driving both income

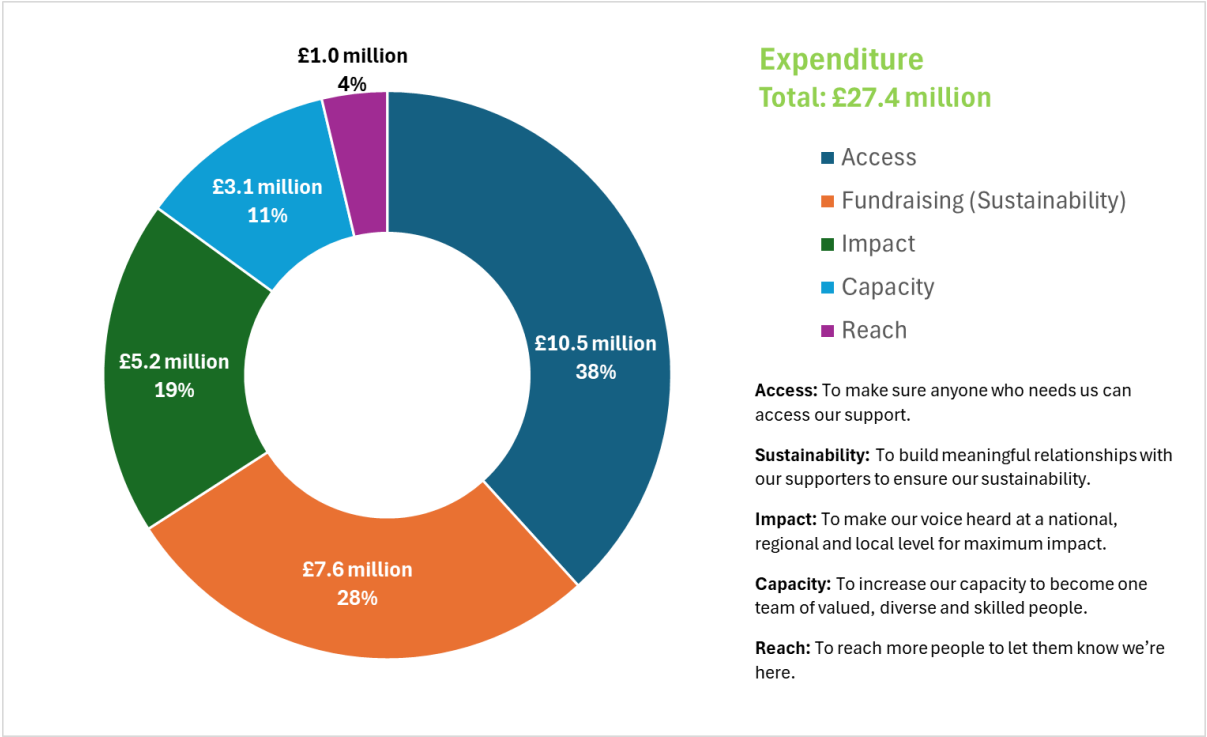
and awareness. Trusts and Statutory income reached £2.5 million, supported by a mix of large and small funders. As noted, grant income was below target primarily due to short-term factors rather than any longer-term weakening of funder support.

Together, these areas demonstrate a robust, diversified fundraising model, well-positioned for growth through innovation and strategic partnerships.

We recognise the importance and value of our long-term funder relationships. Our other major funding streams included grant funding from the governing bodies of prisons across the UK and Ireland to support the prison Listener scheme. Our long-standing strategic partnership with Network Rail continued to demonstrate the impact of sustained collaboration, shared purpose and a commitment to saving lives on the railway. During the year, the suicide prevention programme marked its 15-year anniversary, highlighting what can be achieved through long-term partnership, despite a small reduction in contract value.

We remain committed to putting supporters at the heart of our fundraising and we're incredibly grateful to each and every donor for their support. A list of our major supporters can be found on page 95.

Expenditure



Total consolidated expenditure, including the value of donated advertising, decreased slightly from £28.0 million in 2024/25 to **£27.4 million**.

During 2025/26, fundraising costs were **£7.6 million**, an increase of £0.9 million compared to 2024/25 reflecting additional investment in income generation and broader rises in costs.

Total charitable expenditure amounted to **£19.8 million** in 2025/26 compared to £21.3 million in 2024/25. This position reflects the lower project cost in 2025/26 for the new Listening Centre platform, as the delivery of this concluded having run throughout 2024/25. There had also been a drop in partnership expenditure due to a new Network Rail contract in the second half of 2024/25 and the transfer of the National Suicide Prevention Alliance and the Support After Suicide Partnership to the Royal College of Psychiatrists during 2025/26.

Expenditure is analysed in detail in Note 7 to the Accounts.

We're committed to maximising the proportion of expenditure in developing and delivering our service, responding to the demand for our services and reaching more people, whilst reducing call wait times.

Charitable expenditure during 2025/26 represented 72% of total expenditure (76% in 2024/25) reflecting the planned increase in fundraising expenditure at the same time as lower one-off expenditure on the new Listening Centre platform and a reduction in specific partnership expenditure.

Reserves policy

In setting the reserves policy, the Board of Trustees considers the need to provide against any future income shortfall, fulfil working capital requirements and allow funds to be available to support service developments. This is balanced against the need to spend reserves now to deliver activities to meet beneficiary needs.

During the year the reserves policy was reviewed in detail using a risk-based methodology. Following this review the target range for free reserves has been set at **between four and eight months** of general expenditure (previously between four and twelve months), which as of 31 March 2026 equates to £7.4 million and £14.9 million respectively.

As of 31 March 2026, the total consolidated funds held by the group amounted to **£20.8 million**. Of these funds, £18.8 million are unrestricted and £2.0 million are restricted. Within unrestricted funds there are three designated funds amounting to £8.7 million:

- £6.4 million representing fixed assets including SCC branch properties;
- a £2.3 million Strategy & Future Proofing fund to deliver the 2022-2029 strategy and contribute towards securing the long-term future of Samaritans; and
- a fund which contributes towards the maintenance of SCC branch properties (topped up and fully utilised each year).

The remaining unrestricted funds are classed as free reserves. As of 31 March 2026 free reserves stood at £10.0 million (£12.0 million in 2025), equating to **5.4 months** of general expenditure (6.7 months in 2025), which falls within the target range.

In March 2026, the Board of Trustees approved a significant investment in income generation over the next few years, to ensure ongoing financial sustainability whilst we implement the Future Proofing programme. Recognising that there will be a lag between investment and return, the Board have agreed that free reserves may fall below the lower

target of four months, but to no lower than three months, on a temporary basis. This will be monitored closely to enable early action to be taken should the level of reserves fall below expectations.

The reserves policy will continue to be reviewed on at least an annual basis.

Investment policy

The overall investment objective is to achieve a positive real return (adjusted for inflation) over time. For short-term investments, the return is likely to be in income with an emphasis on capital preservation and limited credit risk. For longer term investments there is no explicit income objective, but a desire to increase the value of the group's assets above inflation.

James Hambro & Partners (JH&P) are the appointed investment managers, and as of 31 March 2026 the value of the portfolio managed was £2.3 million (£2.2 million in 2025), reflecting a net gain on investments of £0.1 million (net gain of £0.1 million in 2024/25).

Additionally, £0.1 million is held within the Charities Official Investment Fund (£0.1 million in 2025).

Samaritans endeavours to invest in a way that reflects our values and does not run counter to our charitable aims. We review our approach to ethical investment on a regular basis.

The portfolio managed by James Hambro & Partners applies screening to avoid direct investment in companies where more than 5% of the most recent year's reported or estimated revenue is derived from activity that we consider to be inconsistent with our values or charitable aims. This includes the avoidance of direct investment in companies involved in the extraction, production or refining of thermal coal, oil or gas in line with our strategic principle of environmental responsibility.

The Charities Official Investment Fund is a long-term, sustainable investment solution which incorporates environmental, social and governance (ESG) considerations into the investment strategy.

The Trustees regularly review the proportion of funds invested for the longer term in the context of revised financial projections, our reserves policy and service investment requirements in coming years.

Subsidiaries

As the trading subsidiary of Samaritans, the substantial majority of the turnover of The Samaritan Enterprises Limited remains the contract with Network Rail.

Samaritans Ireland supports the central charity in the delivery of our strategy in Ireland.

Going concern

Our planning processes, including financial projections, take into consideration the current economic climate and its potential impact on the various sources of income and planned

expenditure. We continue to review all income streams and have carried out sensitivity analysis to enable early planning should income expectations not be met or core expenditure requirements exceed central projections. Income and expenditure are reviewed and 'stress tested' as part of our regular forecasting and budget process.

There are a number of options open to us if we need to cover any funding shortfall, including re-prioritising activity planned for the coming period and utilising unrestricted reserves. When making decisions we will be guided first and foremost by the strategy.

Based on the current reserves position, the forward projections of income and expenditure, and the ongoing scenario planning activity, the Trustees consider that Samaritans is able to continue as a going concern.

Risks and uncertainties

The Board of Trustees is accountable for overall risk management. The Audit and Risk Committee, as a committee of the Board, reviews key risks, and the adequacy of mitigating actions, on a regular basis. The Committee reports to the Board on risk quarterly. A comprehensive annual planning and budgeting process is approved by the Board, during which a thorough assessment of key external and internal risks is undertaken. The Audit and Risk Committee also receives risk evaluations on major new areas of activity.

We have an established Risk Management Policy which outlines the approach towards risk management across Samaritans and defines the roles and responsibilities of the Board, Audit and Risk Committee, Executive Leadership Team, Senior Leadership Group and wider teams.

Our risk appetite activity has been developed, informing key Board decisions. This has helped develop our approach to risk appetite and is used in developing our risk register.

A summary of our top risks is as follows:

1. **Growth and maintenance of income**

Income risks remain a common challenge in the charity sector, linked to wider economic uncertainty and pressure in the funding environment. We regularly review income streams to understand the current greatest return and areas performing well, and prioritise resources as appropriate. Where possible, we invest in a variety of income streams as a means of balancing risk from any single area. We have invested more in income generation, testing and learning in targeted ways.

For contracted services, delivery of high-level, impactful partnership activity is necessary to mitigate risk, in order to maintain credibility and long-term funding. We also carry out activity to identify key stakeholders and opportunities for multi-year income relationships.

In addition, for the year ahead, the Board has agreed additional expenditure in income generation from reserves (see reserves / financial review section).

2. **Prevention and management of misuse of service**

Misuse of service risks harm to volunteers and disruption for callers who may be unable to access the service in a timely way because misuse calls reduce capacity to respond. Without mitigation, consequences may include genuine callers not getting through to us, negative impact on volunteer wellbeing, attraction and retention, poor service perceptions, and reduced funder interest/commitment.

We have developed new approaches to UK call barring to reduce misuse of service to Samaritans' phone lines. The development of our Listening Centre platform has enabled us to increase our options and messaging with respect to call barring. The platform allows us to

align these processes in Republic of Ireland with the UK, previously not possible. Wider consistency of process is important in mitigating risk across the nations in which we operate.

Where misuse of service is linked to key partners who work with high-risk callers, such as prison services, we have started implementation of phone lines with targeted solutions to manage misuse. Roll-out over 2025/26 has been slower than expected due to operational pressures for such partners. Early results from initial adopters has, however, been positive, with indications of substantial reductions in misuse of service.

3. **Resourcing core listening services, particularly at the highest hours of need**

This can both relate to the number of volunteers who deliver our services, their recruitment and retention, and how we enable our volunteers to be there at times when our callers need us most (deployment of listening hours). Resource challenges can affect the quality and availability of the service.

Managing imbalance between caller demand and service capacity will better ensure the listening service is available and accessible as and when it is most needed. The upcoming period of change, including focus on our branch structure, is likely to create additional challenges to the way in which we deliver our total service (considering outreach and the Prison Listener scheme), however our focus on risk appetite and tolerance recognises that this will ultimately help address current service issues so we can be there for those who need us most. Ultimately, our service structure activity aims to build more operational resilience into our service, for example in increasing individual branch capability and capacity, avoiding lost shifts when not enough volunteers are in branch for a shift to go ahead and deploying volunteer listening hours according to caller need.

Building on our work over the previous year (South East regional rota pilot), we're extending the model and learnings to better align rotas between branches to increase service access. We are rolling this out in specific 'pathfinder' regions as the priority but also working with other regions on their readiness to adopt this model. This will better focus service availability during our key hours of need. It will be supported by improved regular data reporting and inform future developments to rota management to help us be there for callers at times when we are most needed.

We are also piloting a service prototype for home volunteering ('Home Listening Service') to complement the existing in-branch delivery. This aims to increase our answered call rate, at first during some of our most challenging 'hours of need'. This will help mitigate recruitment and retention challenges and focus on building resilience during the hours when our unanswered rate is highest.

4. **Volunteer satisfaction and retention**

We recognise that the changing attitudes to volunteering across the sector, combined with increasing expectations can pose a risk to how we deliver our service. It is recognised that as we enter a period of significant change, there are added challenges for our volunteers.

Ongoing engagement with volunteers, as well as involvement in our programme of change is central to ensuring that volunteer needs and expertise are properly taken into account. It is important to provide an honest, authentic account of the drivers for our key programmes of work. This is particularly important in our 'pathfinder' regions and nation that are leading on our change activity.

5. **Systems management**

In recent years our Digital Programme of work has successfully migrated our caller platform to our 'Listening Centre', which has seen benefits in the way in which we can manage our calls.

We still have challenges with other systems and processes that limit visibility and coordinated oversight of service, branch, and volunteering data, which can cause inefficiencies in staff and volunteer time. There is recognition of the benefits of much better aligned oversight of quality, health and safety and training matters, better protecting our staff, volunteers and service users as well as improving volunteer attraction and retention. Over the much longer term, our aim to move toward a reduced branch footprint will also help improve oversight and consistency in some of these areas.

In the next year, subject to resourcing, we plan to begin discovery with regards to our volunteer management system. Our aim is to provide better management, support and oversight for our volunteer network. Branch-level oversight and targeted interim solutions are utilised as interim risk mitigants.

Our structure

Samaritans was founded in 1953 and incorporated as a charitable company limited by guarantee in 1963.

The Central Charity provides and develops the essential infrastructure that enables volunteers to deliver our services effectively. This includes fundraising, safeguarding, governance, IT and digital systems, volunteer recruitment and development, research and evaluation, communications, and operational support. The Central Charity also leads influencing work and service innovation to help shape a stronger future for Samaritans.

The group comprises three entities, all of which are consolidated into the group statutory accounts:

- Samaritans, a private limited company, which is incorporated and domiciled in the UK and is a public benefit entity.

- The Samaritan Enterprises Ltd, a trading company in which Samaritans has a one hundred per cent shareholding. The object of the company is to procure profits and gains as a trading subsidiary for the purpose of paying them to Samaritans.

- Samaritans Ireland is an Irish charitable company incorporated in 2007 that is limited by guarantee, with Samaritans being the sole voting member. Samaritans Ireland executes specific decision-making powers with respect to a number of key Ireland-related matters, including public policy, influencing and partnership working.

Branches and service delivery hubs

Branches are run by a Branch Director or Co-Directors, which is a volunteer leader role and operate either as part of Samaritans Central Charity or as an incorporated charity operating through an affiliation agreement.

57 of these branches are part of Central Charity and 143 branches are affiliated. The finances of affiliated branches are not consolidated into Samaritans' group accounts. The service is also delivered via bespoke 'hubs', which are part of the Central Charity and have a more flexible oversight structure in order to meet the requirements of our strategy. These hubs are led by their own Service Directors.

Regions

The branches are organised and work together in 14 geographical regions. Each region is led by a Regional Director or Co-Regional Directors; a senior volunteer leader. Regional Directors provide a key link and communication channel between Central Samaritans and the wider organisation. They play a vital role in supporting our branches, contributing to the development of and implementing agreed policy. Responsibility for guiding and supporting our Regional Director group is shared between four Directors of Branch Operations, which are also senior volunteer leadership roles, reporting to our Executive Director of Operations.

Our governance

We are governed by Samaritans' Articles of Association. The governing body is our Board of Trustees, who are also the directors of the company. The Board of Trustees meets at least four times a year and, as of 31 March 2026, consists of 13 members. A simple majority must be Samaritans volunteers ('internal' trustees). In carrying out their responsibilities for governance and setting the strategic direction of the organisation, the Board is supported by a number of committees. The governance structure is completed by the Regional Councils and the Council of Samaritans as described below.

Councils

The Board is advised on key strategic and policy issues by the Regional Councils. The role of Regional Councils is to challenge, advise and guide the Board of Trustees on key policy issues affecting the wider Samaritans organisation and to act as a channel of communication between the Board of Trustees and the branches. Regions have separate meetings for operational service matters, regional plans and policy implementation in the region.

The Council of Samaritans meets annually. It comprises over 200 Branch and Service Directors, over 15 Regional Directors/Co-Regional Directors, up to 10 Functional Leads and the co Vice-Chairs (who must be an internal trustee). The legal members of Samaritans are similar, namely the Branch and Service Directors, Regional Directors, Functional Leads and the Chair. The Board reports to the legal members annually on its activities and provides an update and review of progress against the strategic plan. The Council of Samaritans is the forum for Samaritans' volunteer leadership to consider and discuss the work and direction of Samaritans and foster a sense of unity and collaboration across the organisation.

Nations

Reflecting the differing legislative and funding environments of devolved governments, we have nation committees in Ireland, Scotland and Wales. These are constituted as committees of the Board of Trustees. In Ireland, they also act as the Board of Trustees of a

separate charitable company registered with the Charities Regulator in Ireland (Samaritans Ireland, 20033668) with a remit extending to both Ireland and Northern Ireland. These committees have a leadership role to support staff and volunteers to deliver our strategy as well as representing Samaritans in their nation. Key focuses of the Ireland Board, Scotland committee and Wales Committee, includes oversight of public policy, research, influencing and partnership working.

Staff

The Chief Executive Officer (CEO), supported by an Executive Leadership and staff team, is responsible for the delivery of Samaritans' strategy, operational plans and budgets that have been approved by the Board.

Appointing our Trustees

With the exception of the Chair of Trustees, who is appointed by the Board of Trustees, the Nominations and Governance Committee appoints members of the Board. Trustees serve an initial term of three years with the option for re-appointment for a second three-year term. In exceptional circumstances a Trustee may also be asked to serve for an additional period of up to 24 months. A person can serve as Chair for a maximum of two terms of three years. Where that person has already served as a Trustee before becoming Chair, they can be a Trustee for up to nine years in total. There are limited constitutional provisions for extension of trustee terms in exceptional circumstances.

Board diversity

The most recent trustee diversity review, carried out in May 2025, shows the board generally reflects the societies we serve, thanks in part to more focused recruitment efforts. We have identified some underrepresentation in certain groups and remain committed to encouraging applications from a diverse range of backgrounds to strengthen the board's inclusivity and lived experience.

Inducting and training our Trustees

Following their appointment, trustees start an induction programme, including our vision, mission and values, our governing document and the way the organisation works in practice. All Trustees are provided guidance on their formal legal responsibilities. All Trustees are provided with external online training module(s) as well as the option to attend a range of external courses designed for Trustees or other professional development. In addition, Trustees are obliged to carry out Samaritans' bespoke safeguarding modules, and other relevant modules, including equity, diversity and inclusion.

Our committees

Six additional committees form part of the governance arrangements to support the Board of Trustees. All committees, with the exception of the People and Culture Committee, must comprise of at least two Trustees, plus one 'internal' and one 'external' member.

- The People and Culture Committee must comprise of a minimum of two Trustees and two external members. The People and Culture Committee support the Board through reviewing and making recommendations in relation to the remuneration and benefits of Samaritans' staff, as well as oversight, guidance and scrutiny of significant people strategies and plans.

- The Service and Quality Committee supports the Board in both ensuring Samaritans delivers high-quality, effective and consistent services, and in developing those services.

- The External Engagement & Research Committee supports the Board through maintaining oversight of Samaritans' public policy positions, research activities, as well as external communications and marketing.

- The Audit and Risk Committee support the Board to provide assurance that management is operating sound internal control systems, and that there is an effective risk management framework and strategy for the organisation, which is being operated effectively.

- The Finance Committee reviews the financial performance and sustainability of the charity, including oversight of fundraising and property, and advises the Board accordingly.

- The Nominations and Governance Committee ensures that Trustee and other key governance roles are performed with appropriate skills and experience, and that there are high standards in place for the effectiveness and development of the Board. The remit of the Committee extends to provisions of assurance that the governance structures and roles at Samaritans are fit for purpose.

Governance code

The Nominations and Governance Committee carries out a rolling review process against Charity Governance Code principles. As a rolling process over the past three years, the Committee reviewed all principles of the Governance Code, highlighting no substantial gaps when compared with the code provisions, while developing specific action points as a means for continued improvement. Since the publication of the new Charity Governance

Code, a full review is planned as a means of informing the incoming Chair, who will be recruited during 2026, prior to the completion of the current Chair, Keith Leslie's, final term.

Payment of key management personnel

All Trustees carry out their roles at Samaritans on a voluntary basis. They are unpaid but may claim legitimate expenses incurred as part of Samaritans' ordinary activities. Payment and benefits to all staff including the CEO and senior team are approved by the Trustee Board, based on review and recommendations by the People and Culture Committee. In considering pay and benefits, the People and Culture Committee is provided with information on the sector and similar-sized charities, and overall affordability, to inform decisions. Additional information on payments to staff can be found at Note 8 to the Accounts.

Incidents and reporting

Samaritans and its Board of Trustees are committed to dealing with incidents and difficult situations efficiently and transparently, and take any such matters seriously. In line with that commitment, details are set out below on serious incident reporting plus policies on whistleblowing, bullying and harassment.

Samaritans' Serious Incident Reporting Policy provides for serious incident reports for both Central Charity and affiliate branches to be lodged with the relevant regulator(s) by the Central Charity. This allows for additional support for branches in developing reports, better oversight of risk to the charity and its beneficiaries, and for further informed consideration of preventative action. During 2025/26, the Central Charity reported twenty new serious incidents to the relevant nation's charity regulator(s) which is a slight increase from the previous year.

Of these, twelve involved affiliated branches and eight involved Central Charity branches or the Central Charity itself. At the time of writing, regulators have not required any action following the reports. Two of the reported incidents have also been reported to the Information Commissioner's Office (ICO). No action has been taken by the ICO.

There are policies and processes in place relating to whistleblowing, bullying and harassment. These are applicable to both staff and volunteers at Samaritans Central Charity and affiliate, Central Charity branches and hubs. The policies provide opportunities for reporting serious concerns in an environment where the rights and dignity of every individual is respected. Alternative reporting routes are provided in case of instances where it would not be appropriate to make a report to a direct line manager, including a reporting line which provides a secondary avenue to staff and volunteers to confidentially raise concerns.

Fundraising activities statement

The power of human connection saves lives every day and night. And it's because of the dedication of our supporters throughout the UK and Ireland, that together we have the power to prevent suicide. Their efforts have raised £24.6 million and made it possible to share our hope for a better and safer world for everyone.

Thanks to the generosity of our supporters, major donors, companies, trusts and public bodies, we have been able to continue to be there 24/7, 365 days a year, for anyone struggling to cope. Our supporters have done things their way; from livestreaming challenges to creatively fundraising with online communities. They've pledged their belief in our future, leaving special gifts to Samaritans in their Wills. Our donors have scaled mountains, walked at dawn and taken on multiple marathons. Megan Boxhall, a Samaritans supporter, set out to become the fastest woman to run the entire coastline of Britain, completing a marathon every single day for 200 days and raising around £65,000 for Samaritans along the way. Dawko, a streamer and content creator, took on the London Marathon for us and raised an amazing £114,500 showing just how dedicated our supporters are.

At Samaritans, we use strong impact storytelling to inspire new donors. This deepens trust and engagement with existing supporters and sits at the heart of programme growth. This approach ensures stakeholders feel connected to the journey, helping to secure sustained and increased high-value giving.

Championing supporters

This year we relaunched the use of our Supporter Insight Panel. In 2025, we received over 1,500 responses across the surveys and polls we sent throughout the year. There are nearly 3,300 supporters currently on the panel. We have received feedback on topics including our winter campaign TV advert, awareness of leaving a gift in a Will, and preferences for our new event proposal.

By sharing surveys and polls with the Panel, it helps us to better understand our supporters, sense-check projects or direction, and gain valuable insight for better engagement, raising more income, and improving awareness of Samaritans.

We have also built improved welcome journeys for our new individual giving supporters to deliver a more tailored communication plan with the aim of strengthening our relationship with them. Alongside this we have introduced good luck and thank you calling across a variety of our activities which is having a positive impact on the engagement we have with supporters, demonstrated through higher average gifts. We've also trialled a new acquisition journey to understand how virtual event participants would want to engage with

Samaritans again post event and the learnings are helping us to consider other ways to develop supporter journeys.

Innovation

We continue to try new things and this year we worked with colleagues in external comms to run marketing tests on awareness and consideration, which provided valuable results and exceeded charity benchmarks.

We were also invited to be the charity partner for a brand-new virtual event from Australia called The Push Up Challenge. This has shown potential within the UK market, bringing in £190,000 net in the first year, so we will look to continue this partnership and grow the income in 2026/27.

Following best practice

Samaritans is registered with the Fundraising Regulator, and we are members of the Chartered Institute of Fundraising, the Institute of Legacy Management, the Gambling Commission, and the Lotteries Council. In Ireland, Samaritans Ireland is a registered charity with the Charities Regulator and adheres to the Charities Regulator's Guidelines for Charitable Organisations on Fundraising from the Public. We continue to review our policies to ensure they are in line and adhere to the latest regulations of the Charities Institute of Ireland (CII).

Our Fundraising Promise sets out our aim to be open, fair and honest in the way we engage supporters. During 2025/26, we received 63 complaints, 38 of which were directly related to fundraising. These complaints, including those not directly related to fundraising were handled by our in-house Supporter Care team due to them being the first point of contact for the complainant, or the complainant mentioning they financially supported Samaritans. None were escalated to the Fundraising Regulator. Our average resolution time of 3.8 days, with a third of complaints being resolved within a day, demonstrates the importance we place on ensuring complaints are resolved promptly to improve our supporter experience. Complaint feedback is regularly shared across the fundraising team. We value the feedback and continue to review and learn from every complaint.

Working with agencies

Most of our fundraising activity is delivered directly by our team. We work with a small number of carefully selected external fundraising agencies to help with specialist fundraising activity; from recruiting supporters who give through their payroll to telemarketing with mass audiences to inspire potential new donors, and creative and marketing support on larger appeals, products and campaigns.

All relationships are governed by contracts, which are reviewed and approved by the appropriate authority before any activity takes place. Telemarketing and face to face fundraising is monitored and reviewed regularly for quality purposes by listening in to calls, completing mystery shopping and holding weekly review meetings.

All suppliers engaged in fundraising activity on behalf of Samaritans are either members of, licensed by, or registered with a range of bodies, including the Chartered Institute of Fundraising, Fundraising Regulator, Association of Payroll Giving Organisations, Information Commissioner's Office, the Data & Marketing Association and the Gambling Commission.

Protecting vulnerable donors

We take our responsibility to our vulnerable donors very seriously. Following the review of our policy for working with vulnerable donors and members of the public who could reasonably be defined as 'vulnerable', we published the updated document, which is available for all our fundraising staff via our intranet. We ensure that our fundraisers receive relevant training and have access to coaching. We treat all donors with dignity and compassion, and our policy helps reinforce the importance of this in all our fundraising.

We are dedicated to protecting potentially vulnerable donors. For example, we exclude people who visit the support pages on our website from online targeting and exclude where possible potentially vulnerable donors from targeted online fundraising. When a person shows signs of vulnerability, our fundraisers are trained to prioritise their wellbeing and signpost to support if appropriate. The conversation is handled with care, and no fundraising ask is made.

Managing communications

This year we strengthened how data supports fundraising. Updated and new integrations have enabled Samaritans to bring more supporters into stewardship journeys and future asks, unlock new income streams and improve the overall supporter experience. Key compliance projects have significantly reduced risk, including through proactive engagement with supporters holding invalid consents. We have also begun delivering interactive reporting to give fundraisers clearer visibility of performance and KPIs, while laying the foundations for richer supporter data, more personalised engagement and a longer-term systems modernisation journey. This has created a more stable, resilient database and positioned us to use data far more effectively going forward.

This work helps our supporters trust us as we respect their privacy and are transparent about the ways in which they can change their communications preferences. If someone no longer wants to hear from us, we respect their wishes and action their request promptly.

We take our data handling responsibilities very seriously, and approach data management in line with current data protection legislation.

A heartfelt thank you to our incredible supporters

The cost-of-living crisis has had a significant impact on the financial and emotional health of communities across the UK and Ireland. We know that these challenging times affect our supporters, donors and partners too. We cannot thank our supporters enough for standing by us, for taking up the challenge of innovative fundraising, and for pushing us and themselves to fundraise in bigger, better, and ever more inspiring ways, in a time when Samaritans is needed more than ever.

Thank you to our amazing supporters who continue to believe in tomorrow. Your donations help us be there for someone with suicidal thoughts when they need us most. Every hour. Every day. For every life.

Streamlined energy and carbon reporting

In line with the UK Government's Streamlined Energy and Carbon Reporting (SECR) regulations, this section shows the greenhouse gas emissions and energy use data for the Samaritans group operations in the UK. This report therefore covers our five staff offices in Belfast, Cardiff, Edinburgh, Ewell and London, along with our Central Charity branches throughout the UK.

Methodology
The footprint and report are calculated in accordance with the UK Environmental Reporting Guidelines: including Streamlined Energy and Carbon Reporting guidance. Scope 2 emissions are calculated using the location-based approach.

Energy consumption		**2024/25**	**2025/26**	**Compare**
Total UK energy consumption (kWh)		**1,419,159.0**	**1,321,948.5**	**-7%**
Energy consumption breakdown	Natural gas (kWh)	814,560.6	737,008.2	-10%
	Direct transport (kWh)	4,776.0	3,053.3	-36%
	Indirect transport (kWh)	282,032.9	260,057.9	-8%
	Electricity (kWh)	317,789.4	321,829.1	1%

Carbon emissions		**2024/25**	**2025/26**	**Compare**
Total scope 1 (tCO_2e)		**150.2**	**135.6**	**-10%**
Scope 1: Emissions from activities owned or controlled by the reporting company	Natural gas (tCO_2e)	149.0	134.8	-9%
	Direct transport (tCO_2e)	1.2	0.8	-35%
Total scope 2 (tCO_2e)		**65.8**	**57.0**	**-13%**
Scope 2: Emissions associated with the generation of purchased or acquired energy.	Location based (LB) (tCO_2e)	65.8	57.0	-13%
Scope 1 + 2 (tCO_2e) - location based		**216.0**	**192.6**	**-11%**
Total floor area m^2		**8,311.1**	**8,229.0**	**-1%**
Intensity - Scope 1 + 2 (tCO_2e/m^2) - location based		**0.026**	**0.023**	**-10%**

Total selected scope 3 (tCO_2e)		**132.6**	**124.3**	**-6%**
Scope 3: other indirect sources	Indirect transport (tCO_2e)	68.1	63.2	-7%
	Fuel and energy related activities (tCO_2e)	64.5	61.1	-5%
Scope 1 - 3 (tCO_2e) - location based		**348.5**	**316.9**	**-9%**
Intensity scope 1 - 3 (tCO_2e/m^2 NLFA) - location based		**0.042**	**0.039**	**-8%**
Intensity - SECR Emissions only (tCO_2e/m^2) - location based		**0.034**	**0.031**	**-9%**

Please note that 2024/25 energy and emissions have been restated from 1,448,425.2 kWh / 355.20 tCO_2e to 1,419,159.0 kWh / 348.5 tCO_2e. This adjustment reflects the removal of energy and emissions associated with a site located in Dublin, Republic of Ireland. As this site is outside the UK, large unquoted companies are not required to report non-UK energy use or emissions under SECR.

Our commitment and what we achieved in 2025/26

We remain committed to strengthening our environmental performance as we embed hybrid working and volunteering and improve our understanding of our organisation-wide energy footprint.

What we committed to:

- Meet all statutory environmental reporting requirements under ESOS and SECR.
- Assess and report energy use across all fuels, electricity, heat, renewables, and transport.
- Increase awareness of energy consumption and greenhouse gas emissions, encouraging action to reduce our carbon footprint.
- Review and update our Environmental Policy to enhance our sustainability measures.

What we achieved this year:

- Secured a new Green Energy contract providing 100% renewable electricity for around 60 premises, supporting our transition to lower carbon operations.
- Completed our third SECR submission and continued full compliance with ESOS Phase 3, including submission of our ESOS Action Plan and the required progress update to the Environment Agency.
- Strengthened our strategic approach through the development of an environmental roadmap, a new Environmental Policy and Policy Statement.
- Produced a suite of environmental and energy saving guidance to support staff and volunteers in adopting sustainable practices, with organisation-wide rollout planned for early 2026.
- Commercial Energy Performance Certificates (CEPCs) for all buildings were lodged on the central register.

Statement of Trustees' responsibilities

The Trustees (who are also directors of the charitable company for the purposes of company law) are responsible for preparing the Trustees' Annual Report including the Strategic Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and parent charity and of the incoming resources and application of resources, including the income and expenditure, of the group for the year.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, disclose with reasonable accuracy at any time the financial position of the group and parent charity and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the provisions of the charity's constitution.

They are also responsible for safeguarding the assets of the group and parent charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the UK governing the preparation and dissemination of the financial statements and other information included in annual reports may differ from legislation in other jurisdictions.

The Trustees confirm that, so far as each Trustee is aware, there is no relevant audit information of which the charity's auditor is unaware, and each Trustee has taken all the steps that they ought to have taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Approved by the Board of Trustees on 23 July 2026
and signed on its behalf by Annie Kent, Treasurer:



Statement of compliance with section 172(1) of the Companies Act 2006

The Board of Trustees have acted in the way they consider, in good faith, would be most likely to promote the success of the charitable company for the benefit of the organisation as a whole. In doing so, the Trustees have had regard to the matters set out in section 172(1a-f) of the Companies Act 2006, as detailed below; page references have been provided for information to support the Trustees' compliance to their duties in these areas.

a) The likely consequences of any decision in the long term: see *Financial Review*, page 36 and *Risks and Uncertainties*, page 42
b) The interests of the company's employees: see *Principles*, page 25
c) The need to foster the company's business relationships with suppliers, customers, donors and others: see *Financial Review*, page 36 and *Fundraising Activities Statement*, page 51
d) The impact of the company's operations on the community and the environment: see Reach, page 10 and *Streamlined Energy and Carbon Reporting*, page 55
e) The desirability of the company maintaining a reputation for high standards of business conduct: see *Governance Report*, page 45
f) The need to act fairly as between members of the company: see *Governance Report*, page 45

Independent Auditor's Report to the Members and Trustees of Samaritans

Opinion

We have audited the financial statements of Samaritans (the "charitable company") and its subsidiaries (the "group") for the year ended 31 March 2026 which comprise the Consolidated and Charity Statement of Financial Activities, the Group and Charity Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including 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 charitable company's affairs as of 31 March 2026 and of the group's incoming resources and application of resources, including its income and expenditure 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 and the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

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 group 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 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 significant 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 trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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.

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 this gives rise to a material misstatement in the financial statements themselves. 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 our audit

- the information given in the trustees' report, which includes the directors' report and the strategic 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 strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or 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 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

- the parent company has not kept adequate accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company 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.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 57, 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 charitable 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 charitable 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, including financial reporting legislation, the Companies Act 2006, The Charities and Trustee Investment (Scotland) Act 2005 together with the Charities SORP (FRS 102), and local tax regulations. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be necessary to the charitable company's/group's ability to operate or to avoid a material penalty. 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.

We also considered the opportunities and incentives that may exist within the charitable company/group for fraud. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, data analytics and sample testing on the posting of journals, sample testing of income, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

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.

In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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, and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 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 auditor's 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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Simon Hughes
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
London
11 August 2026

Financial Statements

Consolidated statement of financial activities

Incorporating an Income & Expenditure Account
For the year to 31 March 2026

	Note	Unrestricted Funds 2026 £'000	Restricted Funds 2026 £'000	Total Funds 2026 £'000	Unrestricted Funds 2025 £'000	Restricted Funds 2025 £'000	Total Funds 2025 £'000
Income from:							
Donations and legacies	2	16,216	1,738	17,954	17,886	901	18,787
Charitable activities							
Grants from public bodies and others	2	248	2,171	2,419	961	3,240	4,201
Other trading activities							
Partnership and other income	3	3,731	155	3,886	3,932	119	4,051
Investment income	4	308	-	308	478	-	478
Total income		**20,503**	**4,064**	**24,567**	**23,257**	**4,260**	**27,517**
Expenditure on:							
Raising funds	7	7,554	6	7,560	6,651	42	6,693
Charitable activities	7	16,044	3,749	19,793	16,706	4,649	21,355
Total expenditure		**23,598**	**3,755**	**27,353**	**23,357**	**4,691**	**28,048**
Net realised (losses)/gains on investments		(28)	-	(28)	7	-	7
Net unrealised gains on investments	11	137	-	137	77	-	77
Net (expenditure)/income for the year		**(2,986)**	**309**	**(2,677)**	**(16)**	**(431)**	**(447)**
Transfers between funds		(49)	49	-	(29)	29	-
Net movement in funds		**(3,035)**	**358**	**(2,677)**	**(45)**	**(402)**	**(447)**
Reconciliation of funds	18						
Total funds brought forward		21,788	1,685	23,473	21,833	2,087	23,920
Total funds carried forward		**18,753**	**2,043**	**20,796**	**21,788**	**1,685**	**23,473**

Charity statement of financial activities

Incorporating an Income & Expenditure Account
For the year to 31 March 2026

	Note	Unrestricted Funds 2026 £'000	Restricted Funds 2026 £'000	Total Funds 2026 £'000	Unrestricted Funds 2025 £'000	Restricted Funds 2025 £'000	Total Funds 2025 £'000
Income from:							
Donations and legacies	2	15,920	1,626	17,546	17,622	796	18,418
Charitable activities							
Grants from public bodies and others	2	379	1,591	1,970	1,051	2,678	3,729
Other trading activities							
Partnership and other income	3	3,392	85	3,477	3,582	65	3,647
Investment income	4	282	-	282	454	-	454
Total income		**19,973**	**3,302**	**23,275**	**22,709**	**3,539**	**26,248**
Expenditure on:							
Raising funds	7	7,305	6	7,311	6,348	43	6,391
Charitable activities	7	15,852	3,030	18,882	16,502	3,908	20,410
Total expenditure		**23,157**	**3,036**	**26,193**	**22,850**	**3,951**	**26,801**
Net realised (losses)/gains on investments		(28)	-	(28)	7	-	7
Net unrealised gains on investments	11	137	-	137	77	-	77
Net (expenditure)/income for the year		**(3,075)**	**266**	**(2,809)**	**(57)**	**(412)**	**(469)**
Transfers between funds		(127)	127	-	(91)	91	-
Net movement in funds		**(3,202)**	**393**	**(2,809)**	**(148)**	**(321)**	**(469)**
Reconciliation of funds	18						
Total funds brought forward		21,261	990	22,251	21,409	1,311	22,720
Total funds carried forward		**18,059**	**1,383**	**19,442**	**21,261**	**990**	**22,251**

The group has no recognised gains and losses other than those shown above and therefore no separate statement of total recognised gains and losses has been presented. All income and expenditure derive from continuing activities. The Notes on pages 67 to 89 form part of these accounts.

Consolidated and charity balance sheet

As of 31 March 2026
Company Registration No. 757372

	Note	**Group 2026 £'000**	Group 2025 £'000	**Charity 2026 £'000**	Charity 2025 £'000
Fixed assets					
Tangible assets	9	6,420	6,564	6,420	6,563
Intangible assets	10	22	111	22	111
Investments	11	2,423	2,312	2,423	2,312
Total fixed assets		**8,865**	**8,987**	**8,865**	**8,986**
Current assets					
Stock		10	5	10	5
Debtors	12	2,910	3,988	3,177	4,281
Cash at bank and in hand		12,230	13,931	9,987	11,702
Total current assets		**15,150**	**17,924**	**13,174**	**15,988**
Current liabilities					
Creditors: amounts falling due within one year	13	2,414	2,475	2,245	2,401
Deferred income	14	586	750	133	109
		3,000	**3,225**	**2,378**	**2,510**
Net current assets		**12,150**	**14,699**	**10,796**	**13,478**
Total assets less current liabilities		**21,015**	**23,686**	**19,661**	**22,464**
Provisions for liabilities	17	(219)	(213)	(219)	(213)
Total net assets		**20,796**	**23,473**	**19,442**	**22,251**
Funds	18				
Restricted income funds		2,043	1,685	1,383	990
Unrestricted income funds					
General unrestricted funds		10,031	12,017	9,337	11,491
Designated funds		8,722	9,771	8,722	9,770
		18,753	**21,788**	**18,059**	**21,261**
Total funds		**20,796**	**23,473**	**19,442**	**22,251**

Approved and authorised for issue by the Board of Trustees on23 July 2026 and signed on its behalf by Annie Kent, Honorary Treasurer:



The Notes on pages 67 to 89 form part of these accounts.

Consolidated and charity statement of cashflows

For the year ended 31 March 2026

Reconciliation of net income to net cash flow from operating activities	**Group 2026 £'000**	Group 2025 £'000	**Charity 2026 £'000**	Charity 2025 £'000
Net expenditure for the reporting period (as per the statement of financial activities)	(2,677)	(447)	(2,809)	(469)
Adjustments for:				
Depreciation and amortisation charges	263	340	262	339
Loss on sale of fixed assets	-	79	-	79
Net unrealised (gains) on investments	(137)	(77)	(137)	(77)
Dividends and interest from investments	(19)	(23)	(19)	(23)
(Increase) in stock	(5)	(3)	(5)	(3)
Decrease/(increase) in debtors	1,078	(81)	1,104	327
(Decrease)/increase in creditors	(219)	1,082	(126)	493
Net cash (outflow)/inflow from operating activities	**(1,716)**	**870**	**(1,730)**	**666**
Statement of cash flows				
Cash flows from operating activities:				
Net cash (used in)/provided by operating activities	**(1,716)**	**870**	**(1,730)**	**666**
Cash flows from investing activities:				
Dividends, interest and rents from investments	19	23	19	23
Purchase of property, plant, and equipment	(30)	(311)	(30)	(311)
Proceeds from sale of property, plant, and equipment	-	222	-	222
Proceeds from investment disposals	753	914	753	914
Purchase of investments	(727)	(929)	(727)	(929)
Net cash provided by/(used in) investing activities	**15**	**(81)**	**15**	**(81)**
Change in cash and cash equivalents in the reporting period	**(1,701)**	**789**	**(1,715)**	**585**
Cash and cash equivalents at the beginning of the reporting period	13,931	13,142	11,702	11,117
Cash and cash equivalents at the end of the reporting period	**12,230**	**13,931**	**9,987**	**11,702**
Analysis of cash and cash equivalents				
Cash at bank and in hand	**12,230**	**13,931**	**9,987**	**11,702**
Total cash and cash equivalents	**12,230**	**13,931**	**9,987**	**11,702**

Notes to the accounts

1. Accounting policies

The company is registered as a charitable company limited by guarantee incorporated in England and Wales and is governed by its Memorandum and Articles of Association. Its registered office is The Upper Mill, Kingston Road, Ewell, Surrey KT17 2AF.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) Basis of preparation and going concern

The accounts have been prepared on a going concern basis under the historical cost convention with the exception of investments, which are included at market value.

The Trustees consider that based on the current reserves position, the forward projections of income and expenditure and the ongoing scenario planning activity there are no material uncertainties that call into doubt the ability of Samaritans to continue as a going concern.

The financial statements are prepared in accordance with the Charities SORP (FRS 102) issued October 2019, the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 updated by the Charities (Regulation and Administration) (Scotland) Act 2023, the Charities Accounts (Scotland) Regulations 2006 (as amended) and applicable Accounting Standards.

Samaritans meets the definition of a public benefit entity under FRS 102.

b) Basis of consolidation

The accounts of the group companies are included in the financial statements and the Notes shown on pages 67 to 89. Further details of the subsidiaries' activities are shown in Note 19. The consolidation of the group entities' activities has been carried out on a line-by-line basis. All items of income and expenditure have been shown gross, after the removal of intra-group transactions.

Samaritans has taken advantage of the exemptions in FRS 102 from the requirements to present certain disclosures about the charity's financial instruments.

c) Critical accounting judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, which are described in this Note, Trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying 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 on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects the current and future periods.

A key source of estimation uncertainty that has a significant effect on the amounts recognised in the financial statements is in respect of residual legacies and this is described in the accounting policy below (see Note 1gi: Legacies).

d) Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the objectives of the charity and have not been designated for other purposes.

Designated funds comprise unrestricted funds which have been set aside by the Trustees for particular purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for specific purposes. Costs relating to such funds are charged against the specific fund. The aim and use of each fund is set out in Note 18.

e) Impairment of freehold property assets

Freehold property assets are subject to an impairment review in accordance with FRS 102 Section 27 "Impairment of Assets". They are stated in the balance sheet at cost less provision for any impairment in value. Any expense relating to a provision for impairment is recognised in the Statement of Financial Activities ('SOFA') in the year in which it occurs.

f) Stock

Stock is valued at the lower of cost or net realisable value.

g) Income

Income is included in the SOFA when the charity is legally entitled to the income, there is sufficient probability of receipt and the amount can be quantified with reasonable accuracy. The following specific policies apply to categories of income:

i) Legacies

Recognition is the earlier of the charity receiving final estate accounts or the legacy actually being received. No value is included where the legacy is subject to a life interest held by another party.

ii) Donated goods/services

These are included in both income and expenditure at the value to the charity where this can be reasonably quantified.

iii) Grants and contracts

Where contracts are related to specific deliverables (as in the case of the contract with Network Rail) income is recognised to the extent that those deliverables have been achieved. Where income through contract is received in advance, its recognition is deferred and included in creditors. Where entitlement to contract or grant income occurs before income is received, the income is accrued. Capital grants are accounted for as income as soon as they are receivable.

iv) Branch Contribution

These are recognised as receivable income upon the receipt of signed accounts from Samaritans' branches.

h) Expenditure

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of resources. Support and Governance costs have been allocated on the basis of spend to each of the four strategic areas relating to charitable activities (Access, Reach, Impact and Capacity) and to Fundraising activities (the fifth strategic area of Sustainability). The following specific policies apply to categories of expenditure:

i) Grants

Grants are charged to the statement of financial activities when there is a liability to pay.

ii) Fundraising costs

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

iii) Governance costs

Governance costs are the costs associated with the governance arrangements of the charity which relate to the general running of the charity to distinguish from those costs associated with fundraising or charitable activity. Included within this category are costs associated with the strategic management of the charity's activities.

iv) Support costs

Support costs comprise staff delivering corporate services and other support functions. These are allocated across the categories of charitable expenditure and the costs of generating funds. The basis of allocation of support costs is explained above.

vi) Depreciation

Depreciation is calculated on a straight-line basis to write off the cost of tangible and intangible fixed assets (except assets under construction) over their estimated useful lives as follows:

<u>Tangible fixed assets</u>

Freehold property	50 years
Leasehold property	50 years
Computer equipment	3 years
Office equipment	4 years
Motor vehicles	5 years

Intangible fixed assets

Website and Software Development	3-5 years

i) Capital assets

Tangible and intangible fixed assets are capitalised if they have an individual value exceeding £5,000.

j) Samaritans' regions

Centrally funded costs of supporting Samaritans' regions have been incorporated within these financial statements. For operational delivery, the UK and Ireland are grouped into fourteen geographic regions. Each of these is supported by a group of senior volunteers and receives financial support from the charity.

k) Operating leases

Expenditure on operating leases is accounted for on a straight-line basis over the lease duration.

l) Foreign currency

Transactions in foreign currency are converted to Sterling at the rate prevailing on the date of the transaction. Currency balances at the end of the year are converted at the closing exchange rate. Foreign exchange gains and losses are included in the SOFA for the period in which they are incurred. The results of Samaritans Ireland have been translated at the average rate over the year.

m) Pensions

The company operates a defined contribution group personal pension plan and an auto-enrolment pension scheme. Pension costs for eligible employees are charged to expenditure as they are incurred and allocated between funds and activities as described in note 1h above.

n) Branches

The term 'branches' used throughout these Accounts refers to the branches of Samaritans, whose objectives are consistent with those of Samaritans.

o) Taxation

Samaritans is a registered charity and is therefore potentially exempt from taxation of its income and gains to the extent that they fall within Part ii of the Corporation Tax Act 2010 and section 256 of the Taxation of Chargeable Gains Acts 1992. No tax charge has arisen in the year. The Samaritan Enterprises Limited does not normally incur a tax charge given its policy of gifting all taxable profits to Samaritans.

p) Financial instruments

Samaritans has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at the present value of future cash flows (amortised cost). Financial

assets held at amortised cost comprise cash at bank and in hand, short term cash deposits and the group's debtors excluding prepayments. Financial liabilities held at amortised cost comprise the group's short and long term creditors excluding deferred income and taxation payable. No discounting has been applied to these financial instruments on the basis that the periods over which amounts will be settled are such that any discounting would be immaterial.

Investments, including bonds and cash held as part of the investment portfolio, are held at fair value at the Balance Sheet date, with gains and losses being recognised within income and expenditure.

Investments in subsidiary undertakings are held at cost less impairment.

Cash at bank and in hand includes cash and short term, highly liquid investments with a short maturity of three months or less from the date of the opening of the deposit. Cash equivalents on deposit includes cash on deposit with a maturity of over three months.

Creditors and provisions are recognised where the group has a present obligation arising 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. Creditors and provisions are recognised at their settlement amount.

2. Voluntary income

a) Donations and legacies	All Funds 2026 £'000	All Funds 2025 £'000
Donations - Individual Giving	8,952	9,621
Donations - Branches	81	254
Donations - Corporate, Trusts and Major Donors	3,909	3,651
Gifts in kind	288	380
Legacies	4,724	4,881
Total	**17,954**	**18,787**

b) Donated Services

A valuation has been undertaken of advertising and legal services donated to the charity during the year. This valuation of £288,000 (2025: £380,000) has been included within income under 'gifts in kind' as above and within expenditure.

c) Legacies

As stated in the accounting policies note above (Note 1), legacy income is recognised at the earlier of the charity receiving final estate accounts or the legacy being received. As of 31 March 2026, the charity had been notified of a further 176 legacies (2025: 126) that have not been included in these accounts as they did not meet these criteria. These legacies have an estimated value of £4,600,000 (2025: £4,200,000).

d) Grants

	All Funds 2026 £'000	All Funds 2025 £'000
Ministry of Justice: HMPPS	725	625
Health Service Executive: Freecall Ireland	509	494
Welsh Government/LLywodraeth Cymru	140	140
Scottish Government – Creating Hope Together Programme	116	136
Department of Health and Social Care: VCSE Health & Wellbeing Alliance	97	97
Scottish Government (Freecall)	80	80
Irish Prison Service	70	68
Armed Forces Covenant Fund	61	5
Waterloo Foundation	53	50
Department of Health and Social Care: NSPA - Core grant	7	540
Wolfson Institute	-	500
Pears Foundation	-	200
Missing People Partnership: Suicide Prevention (Samaritans)	-	48
	1,858	**2,983**
Other grants*	561	1,218
Total	**2,419**	**4,201**

*Other grants include individually immaterial grants, grants for which individual disclosure is not required by the underlying agreement, and grants received where the donor wishes to remain anonymous.

3. Partnership income

The Branch Contribution is a payment by branches as a contribution to the services received from the central charity, including the core technology platform. The Branch Contribution amounted to £1,036,000 (2025: £798,000) and is included within Partnership and other income.

4. Investment income

	All Funds 2026 £'000	All Funds 2025 £'000
Cash or cash equivalents	289	455
Listed investments	19	23
Total investment income	**308**	**478**

5. Charitable expenditure

Further information on charitable expenditure has been provided below where required by the funder.

The funding received has been shown in Note 2d above.

Ministry of Justice (HMPPS)

The HMPPS Grant was given to Samaritans in England and Wales by the Ministry of Justice. The grant was for the delivery of emotional support to prisoners in distress or crisis in England and Wales. Expenditure during 2025/26 was £634,000 (2024/25: £631,000).

Scottish Government Helpline Funding

The Scottish Government grant was a contribution to Samaritans Helpline Service and the development of the online chat service. Expenditure during 2025/26 totalled £81,000 (2024/25: £80,000).

Welsh Government

The Welsh Government funding is a contribution towards our work in Wales, including outreach to at-risk communities and resource development. Expenditure during 2025/26 totalled £136,000 (2024/25: £140,000).

Armed Forces Covenant Fund – Veterans Funding

This grant funds Veterans Emotional Support Hub which will be closing after this year. Expenditure during 2025/26 totalled £91,000 (2024/25: £nil).

Department of Health and Social Care (DHSC) funded projects

Suicide Prevention Fund (Samaritans, NSPA and Missing People Partnership)

Samaritans secured funding from three grants to the Suicide Prevention Fund across two years. These included:

Samaritans - Suicide Prevention Fund Grant to contribute towards the Helpline across all channels, delivery of Media Advisory Services, and our work on high-risk locations.

National Suicide Prevention Alliance (NSPA) – Suicide Prevention Fund Grant to support NSPA to focus on; building understanding of experiences of marginalised groups, creating a step change in learning in suicide prevention and development of a suicide prevention online community hub.

Samaritans Text Safe Suicide partnership with Missing People Grant to deliver our suicide text safe programme by delivering emotional support for missing people at risk of suicide. This was a new grant in 2024.

All these projects concluded by the end of the previous year. Expenditure in the year over all these projects totalled £nil (2025: £588,000).

VCSE Health & Wellbeing Alliance: Suicide Prevention Consortium

To provide funding to the Voluntary, Community and Social Enterprise (VCSE) sector through Samaritans as lead of the Suicide Prevention Consortium with partners (NSPA – National Suicide Prevention Alliance, and the SASP Support After Suicide Partnership – We Are With You withdrew from the partnership in 2025/26) as active members of the Health and Wellbeing (HW) Alliance. Working to share expertise and bring lived experience to support strategic, planned and responsive work to inform policy and practice across the Department of Health and wider relevant Government departments.

Expenditure during 2025/26 was £97,000 (2024/25: £97,000).

6. Net expenditure for the year and related party transactions

This is stated after charging:

	All Funds 2026 £'000	All Funds 2025 £'000
Audit fees payable to parent charity's auditors	43	38
Audit fees payable to the component auditor of the Irish subsidiary	7	4
Fees payable to the parent charity's auditor for tax and other services	2	2
	52	44
Depreciation of tangible fixed assets	174	210
Amortisation of intangible fixed assets	89	130
Loss on sale of tangible fixed assets	-	79
Operating lease rentals	464	460

The Directors of the charitable company are the trustees under charity law and receive no remuneration (2025: none). It is the policy of the charity to reimburse all volunteer expenses in full. During the year, six Trustees (2025: five) received reimbursement for attending meetings and other incidentals amounting to £2,000 (2025: £2,000). Total unrestricted donations from Trustees amounted to £nil (2025: £3,000).

The company has taken out insurance to protect the Trustees. This cover is part of our commercial combined insurance policy, and the cost of this element is not itemised.

Other than the above, there are no other related party transactions.

7. Breakdown of costs by activity

Current year

Expenditure on:	Direct Costs 2026 £'000	Support Costs 2026 £'000	All Costs 2026 £'000
Raising funds			
General fundraising (Sustainability)	5,716	1,844	7,560
Charitable activities			
Access	8,142	2,325	10,467
Reach	975	41	1,016
Impact	4,333	892	5,225
Capacity	2,359	726	3,085
Total expenditure	**21,525**	**5,828**	**27,353**

We have five strategic areas in our current strategy. Expenditure on the four strategic areas relating to charitable activities have been split out above. The fifth strategic area of sustainability is shown under general fundraising, in line with our treatment in previous years.

Expenditure on:	Unrestricted Funds 2026 £'000	Restricted Funds 2026 £'000	All Funds 2026 £'000
Raising funds	7,554	6	7,560
Charitable activities	16,044	3,749	19,793
Total expenditure	**23,598**	**3,755**	**27,353**

Analysis of support costs by activity:

	Fundraising 2026 £'000	Access 2026 £'000	Reach 2026 £'000	Impact 2026 £'000	Capacity 2026 £'000	Total 2026 £'000
Finance and other corporate services	532	685	24	280	211	**1,732**
Information Systems	610	761	8	284	239	**1,902**
Human Resources	315	394	4	147	124	**984**
Facilities	240	300	3	112	94	**749**
Governance	147	185	2	69	58	**461**
Support costs	**1,844**	**2,325**	**41**	**892**	**726**	**5,828**

Prior year

Expenditure on:	Direct Costs 2025 £'000	Support Costs 2025 £'000	All Costs 2025 £'000
Raising funds			
General fundraising (Sustainability)	5,224	1,469	6,693
Charitable activities			
Access	8,996	2,397	11,393
Reach	912	190	1,102
Impact	4,545	1,177	5,722
Capacity	2,464	674	3,138
Total expenditure	**22,141**	**5,907**	**28,048**

Expenditure on:	Unrestricted Funds 2025 £'000	Restricted Funds 2025 £'000	All Funds 2025 £'000
Raising funds	6,651	42	6,693
Charitable activities	16,706	4,649	21,355
Total expenditure	**23,357**	**4,691**	**28,048**

Analysis of support costs by activity:

	Fundraising 2025 £'000	Access 2025 £'000	Reach 2025 £'000	Impact 2025 £'000	Capacity 2025 £'000	Total 2025 £'000
Finance and other corporate services	344	530	29	251	154	**1,308**
Information Systems	529	1,019	149	545	263	**2,505**
Human Resources	214	303	4	136	92	**749**
Facilities	240	343	5	154	104	**846**
Governance	142	202	3	91	61	**499**
Support costs	**1,469**	**2,397**	**190**	**1,177**	**674**	**5,907**

8. Staff costs

Staff costs	All Funds 2026 £'000	All Funds 2025 £'000
Wages and salaries	13,454	13,993
Social security costs	1,771	1,513
Other pension costs	640	673
Agency staff	16	40
Total staff costs	**15,881**	**16,219**

Staff paid over £60,000*	2026	Restated 2025
£120,001-£130,000	1	1
£110,001-£120,000	1	1
£100,001-£110,000	3	3
£80,001-£90,000	4	8
£70,001-£80,000	13	8
£60,001-£70,000	21	21
Total	**43**	**42**

** Comprising consideration paid in exchange for the service rendered by employees including remuneration, salary, benefits and any termination payments made.*

The Chief Executive Officer was paid a total of £125,000 (2025: £125,000).

The total amount of employee benefits received by key management personnel for their services during the year was £687,000 (2025: £676,000).

Termination payments totalling £58,000 (2025: £15,000) were paid during the year, relating to employees leaving the charity.

Pension costs

The pension contributions for the 43 employees (2025: 42) earning more than £60,000 in the year amounted to £160,000 (2025: £161,000).

Employee numbers

At 31 March 2026 the number of employees in post was 313 (330 at 31 March 2025).
The average number of employees in post during the year was 322 (2025: 328).

As at 31 March 2026 the number of FTE staff was 288 (304 at 31 March 2025).
The average full-time equivalent (FTE) number of employees during the year was 296 (2025: 303).

9. Tangible fixed assets

Group Cost	Freehold property £'000	Leasehold property £'000	Computer equipment £'000	Office equipment £'000	Motor vehicles £'000	Total £'000
At 1 April 2025	8,619	685	53	506	42	9,905
Additions	30	-	-	-	-	30
Disposals	-	-	(44)	(24)	(4)	(72)
At 31 March 2026	**8,649**	**685**	**9**	**482**	**38**	**9,863**
Depreciation						
At 1 April 2025	2,642	112	53	495	39	3,341
Charged in the year	152	14	-	5	3	174
Disposals	-	-	(44)	(24)	(4)	(72)
At 31 March 2026	**2,794**	**126**	**9**	**476**	**38**	**3,443**
Net book value						
At 31 March 2026	**5,855**	**559**	**-**	**6**	**-**	**6,420**
At 31 March 2025	5,977	573	-	11	3	6,564

Charity Cost	Freehold property £'000	Leasehold property £'000	Computer equipment £'000	Office equipment £'000	Motor vehicles £'000	Total £'000
At 1 April 2025	8,619	685	53	344	42	9,743
Additions	30	-	-	-	-	30
Disposals	-	-	(44)	(24)	(4)	(72)
At 31 March 2026	**8,649**	**685**	**9**	**320**	**38**	**9,701**
Depreciation						
At 1 April 2025	2,642	112	53	334	39	3,180
Charge for the year	152	14	-	4	3	173
Disposals	-	-	(44)	(24)	(4)	(72)
At 31 March 2026	**2,794**	**126**	**9**	**314**	**38**	**3,281**
Net book value						
At 31 March 2026	**5,855**	**559**	**-**	**6**	**-**	**6,420**
At 31 March 2025	5,977	573	-	10	3	6,563

Depreciation at 31 March 2026 for freehold property includes an impairment of £725,000 in the carrying value of the Ewell Central Office arising from an impairment review in 2012/13.

10. Intangible fixed assets

Group and charity	Website and software development £'000
Cost	
At 1 April 2025	1,329
Disposals	(221)
At 31 March 2026	**1,108**
Amortisation	
At 1 April 2025	1,218
Charge for the year	89
Released on disposal	(221)
At 31 March 2026	**1,086**
Net book value	
At 31 March 2026	**22**
At 31 March 2025	111

Amortisation of intangible fixed assets is included within Charitable Activities expenditure on the Statement of Financial Activities.

11. Fixed asset investments

	Group 2026 £'000	Group 2025 £'000	Charity 2026 £'000	Charity 2025 £'000
Market value at 1 April	2,312	2,220	2,312	2,220
Acquisition at cost	727	929	727	929
Disposal proceeds	(753)	(914)	(753)	(914)
Net investment gains/(losses)	137	77	137	77
Market value at 31 March	**2,423**	**2,312**	**2,423**	**2,312**

	2026 £'000	2026 %	2025 £'000	2025 %
Cash and cash equivalents				
CCLA COIF charities deposit fund	115	5%	112	5%
Portfolio managed by JH&P	75	3%	55	2%
	190	**8%**	**167**	**7%**
Listed investments				
Portfolio managed by JH&P	1,339	56%	1,225	53%
Other listed investments	12	0%	10	0%
	1,351	**56%**	**1,235**	**53%**
Other investments – managed by JH&P				
Alternative	348	14%	339	15%
Commodities	119	5%	105	5%
Fixed interest	415	17%	466	20%
	882	**36%**	**910**	**40%**
Total investments	**2,423**	**100%**	**2,312**	**100%**

Investments held by the charity include a £100 investment (2025: £100) in the subsidiary company at cost: see Note 19.

12. Debtors

	Group 2026 £'000	Group 2025 £'000	Charity 2026 £'000	Charity 2025 £'000
Trade debtors	370	672	266	348
Gift Aid	557	775	557	775
Legacies	49	235	49	235
Accrued income	337	1,151	337	1,139
Other debtors	323	145	313	145
Intercompany	-	-	407	671
Prepayments	1,274	1,010	1,248	968
Total debtors	**2,910**	**3,988**	**3,177**	**4,281**

13. Creditors

	Group 2026 £'000	Group 2025 £'000	Charity 2026 £'000	Charity 2025 £'000
Social security and taxes	495	485	495	487
Trade creditors	1,054	959	888	927
Intercompany	-	-	11	57
Accrued expenditure	842	995	828	894
Other creditors	23	36	23	36
Total creditors	**2,414**	**2,475**	**2,245**	**2,401**

14. Deferred income

	Group 2026 £'000	Group 2025 £'000	Charity 2026 £'000	Charity 2025 £'000
At 1 April	750	289	109	199
Income recognised in the year	(785)	(200)	(123)	(157)
Income deferred in the year	621	661	147	67
At 31 March	**586**	**750**	**133**	**109**

Total deferred income includes £365,000 (2025: £541,000) of Network Rail deferred income within The Samaritan Enterprises Limited.

15. Provisions for liabilities

	Group 2026 £'000	Group 2025 £'000	Charity 2026 £'000	Charity 2025 £'000
At 1 April	213	196	213	196
Increase in provision	6	17	6	17
At 31 March	**219**	**213**	**219**	**213**

Provisions comprise potential dilapidations costs on properties leased by the group in the event of the group vacating the properties.

16. Financial and other commitments

a) Operating leases

At 31 March the Group and Charity had total commitments under non-cancellable operating leases as set out below:

Operating lease commitments	Group 2026 Land and buildings £'000	Group 2026 Other £'000	Group 2025 Land and buildings £'000	Group 2025 Other £'000	Charity 2026 Land and buildings £'000	Charity 2026 Other £'000	Charity 2025 Land and buildings £'000	Charity 2025 Other £'000
Within 1 year	239	-	243	-	199	-	204	-
Between 2-5 years	395	-	529	1	368	-	464	1
Over 5 years	27	-	57	-	27	-	57	-
Total	**661**	**-**	**829**	**1**	**594**	**-**	**725**	**1**

17. Financial instruments

At the balance sheet date, the group held financial assets at amortised cost of £13,866,000 (2025: £16,909,000), financial assets at fair value through income or expenditure of £2,423,000 (2025: £2,312,000) and financial liabilities at amortised cost of £2,414,000 (2025: £2,475,000).

18. Reconciliation of funds

Current year

Unrestricted	At 1 April 2025 £'000	Income £'000	Expenditure £'000	Gains/ (losses) £'000	Transfers £'000	At 31 March 2026 £'000
General fund	12,017	20,503	(22,338)	109	(260)	10,031
Designated fund – tangible and intangible fixed assets	6,675	-	(263)	-	30	6,442
Designated fund – property maintenance fund	-	-	(181)	-	181	-
Designated fund – Service Expansion	253	-	(253)	-	-	-
Designated fund – Strategy & Future Proofing	2,843	-	(563)	-	-	2,280
Total unrestricted funds	**21,788**	**20,503**	**(23,598)**	**109**	**(49)**	**18,753**
Restricted						
Branch support	33	1	(129)	-	171	76
Other branch funds	293	88	(63)	-	(13)	305
City Hub	57	80	(137)	-	-	-
Education Resources	35	-	(35)	-	-	-
Email service development	111	-	(37)	-	-	74
Future Proofing	-	697	(114)	-	-	583
Helpline call costs	-	84	(84)	-	-	-
Helpline Freecall	242	509	(493)	-	-	258
Highland Programme	40	30	(27)	-	-	43
Listening Centre	-	150	(150)	-	-	-
National Highway: Suicide Prevention	-	70	(70)	-	-	-
National Suicide Prevention	72	18	(90)	-	-	-
National Training School	-	4	-	-	-	4
Northern Ireland	-	17	(17)	-	-	-
Online Chat	-	22	(22)	-	-	-
Online Excellence Programme	273	85	(192)	-	-	166
Prisoner Support + Improving Safer Custody	119	916	(794)	-	(103)	138
Regional grants	12	363	(362)	-	(2)	11
Suicide & Self-harm in Wales	39	377	(392)	-	(4)	20
Support After Suicide	62	11	(73)	-	-	-
VSCE Health & Wellbeing Alliance	-	97	(97)	-	-	-
Veterans Listening Service	20	71	(91)	-	-	-
Other	277	374	(286)	-	-	365
Total restricted funds	**1,685**	**4,064**	**(3,755)**	**-**	**49**	**2,043**
Total funds	**23,473**	**24,567**	**(27,353)**	**109**	**-**	**20,796**

Represented by:	General Funds £'000	Designated funds £'000	Restricted funds £'000	Total 2026 £'000	Total 2025 £'000
Tangible and intangible fixed assets	-	6,442	-	6,442	6,675
Investments	2,423	-	-	2,423	2,312
Net current assets	7,827	2,280	2,043	12,150	14,699
Provisions for liabilities	(219)	-	-	(219)	(213)
Total	**10,031**	**8,722**	**2,043**	**20,796**	**23,473**

Prior year

Unrestricted	At 1 April 2024 £'000	Income £'000	Expenditure £'000	Gains/ (losses) £'000	Transfers £'000	At 31 March 2025 £'000
General fund	12,050	23,257	(21,486)	84	(1,888)	12,017
Designated fund – tangible and intangible fixed assets	7,005	-	(419)	-	89	6,675
Designated fund – property maintenance fund	28	-	(256)	-	228	-
Designated fund – There for Everyone	1	-	(1)	-	-	-
Designated fund – Service Expansion	902	-	(649)	-	-	253
Designated fund – Strategy & Future Proofing	1,748	-	(405)	-	1,500	2,843
Designated fund – Ireland	99	-	(141)	-	42	-
Total unrestricted funds	**21,833**	**23,257**	**(23,357)**	**84**	**(29)**	**21,788**
Restricted						
Branch support	198	-	(165)	-	-	33
Other branch funds	89	318	(114)	-	-	293
City Hub	104	30	(77)	-	-	57
Education Resources	96	-	(61)	-	-	35
Email service development	111	500	(500)	-	-	111
Helpline call costs	-	80	(80)	-	-	-
Helpline Freecall	294	494	(546)	-	-	242
Highland Programme	45	60	(65)	-	-	40
Listening Centre	189	329	(547)	-	29	-
National Suicide Prevention	141	642	(711)	-	-	72
Northern Ireland	9	29	(38)	-	-	-
Online Chat	110	20	(130)	-	-	-
Online Excellence Programme	351	85	(163)	-	-	273
Prisoner Support + Improving Safer Custody	78	824	(783)	-	-	119
Regional grants	-	62	(50)	-	-	12
Suicide & Self-harm in Wales	55	179	(195)	-	-	39
Support After Suicide	86	76	(100)	-	-	62
VSCE Health & Wellbeing Alliance	-	97	(97)	-	-	-
Veterans Listening Service	15	5	-	-	-	20
Other	116	430	(269)	-	-	277
Total restricted funds	**2,087**	**4,260**	**(4,691)**	**-**	**29**	**1,685**
Total funds	**23,920**	**27,517**	**(28,048)**	**84**	**-**	**23,473**

Represented by:	General Funds £'000	Designated funds £'000	Restricted funds £'000	Total 2025 £'000	Total 2024 £'000
Tangible and intangible fixed assets	-	6,675	-	6,675	7,005
Investments	2,312	-	-	2,312	2,220
Net current assets	9,918	3,096	1,685	14,699	14,891
Liabilities due over 1 year	(213)	-	-	(213)	(196)
Total	**12,017**	**9,771**	**1,685**	**23,473**	**23,920**

18 a) Unrestricted funds

General fund	These funds are held available for the ordinary purposes of the charity.
Designated fund – tangible fixed assets	This fund comprises the Group's tangible fixed assets. These are therefore not readily available for other purposes. Transfers represent net cash spent on the acquisition and disposal of assets during the financial year.
Designated fund – property maintenance fund	This fund was established utilising cash assets transferred from branches joining the central charity and has subsequently been topped up from general funds. The fund is used to ensure the ongoing maintenance, safety, and suitability of branch properties for delivering Samaritans' services into the future.
Designated fund – service expansion	This fund supports new ways of operating our service, with the aim of widening the reach for beneficiaries, and attracting and training new volunteers.
Designated fund – Strategy & Future Proofing	This fund supports the development and delivery of our new strategy for 2026-2036, "Preventing suicide together. Today, tomorrow and every day". The strategy details how, working together across Samaritans, we'll put our energy and resources into the services and activities that are most likely to support people in emotional crisis and reduce suicide risk. A key component of this strategy is the 'Future Proofing' programme, which seeks to transform and improve how we operate to ensure that Samaritans can always be here, day or night, for those most at risk of suicide.
Designated fund – There for Everyone	This fund supported the *There for Everyone* programme, which helped us to make a step change in our ability to offer our callers greater choice in how they access our services, raising awareness and reaching more people as well as creating more flexible ways to volunteer. This fund is now fully spent.
Designated fund – Ireland	This fund was established in 2023 from legacy proceeds to progress several key workstreams in Ireland over a two year period. This included the development of income generation, public policy, brand awareness and partnerships following the decision to increase autonomy of the Samaritans Ireland Board in these areas. Other workstreams included development of the Samaritans Ireland website, improved oversight of operational work in Ireland, research into self-harm and support to branches in Ireland. This fund is now fully spent.

18 b) Restricted funds

Branch support	This fund ensures Samaritans' critical 24/7 services remain available nationally and locally and to meet emergency financial needs of the branches.
Other branch funds	This fund represents the total of restricted fund balances held by central charity branches.
City Hub	This fund is to develop and roll out a new innovating volunteering model to offer people who work in the city opportunities to support suicide prevention locally and nationally, including the online chat service.
Education Resources	This fund is used to develop our education programme.
Email service development	This fund supports the development of Samaritans' email service.
Future Proofing	This fund supports delivery of the 'Future Proofing' programme, which seeks to transform and improve how we operate to ensure that Samaritans can always be here, day or night, for those most at risk of suicide.
Helpline call costs	This fund arose from a grant from the Scottish Government to contribute to the central costs of calls to the Samaritans helpline in the UK.
Helpline Freecall	This fund contributes to the central costs of calls to the Samaritans Freecall helpline phone number in Ireland.
Highland Programme	This fund relates to initiation work for Samaritans' targeted promotion of service and new resources to improve mental health and resilience in the West Highlands of Scotland and Skye.
Listening Centre	This fund related to the development and roll-out of the Listening Centre platform which now handles all our UK services, including phone calls, online chats, and the Welsh language line. This was completed last year and the fund was therefore fully spent by the end of the year.
Mental Health in the rail industry	This fund related to a study into mental health awareness and the railways.
National Highway: Suicide Prevention	This fund relates to a specific programme funded by the National Highways Agency in order to reduce the number of suicides on Britain's roads.

National Suicide Prevention	The National Suicide Prevention Alliance (NSPA) is a cross-sector, England-wide, coalition committed to reducing the number of suicides in England and improving support for those bereaved or affected by suicide. During the year the hosting of NSPA was transferred to the Royal College of Psychiatrists.
National Training School	This fund supported the growth of our listening services and various service expansion pilots.
Northern Ireland	This fund represents the total of restricted funds held for activity in Northern Ireland. This fund is now fully spent.
Online Chat	This fund was for the development of our Online Chat service and has been fully spent this year.
Online Excellence Programme	This fund is for the development and delivery of a hub of excellence in suicide prevention and the online environment.
Prisoner Support & Improving Safer Custody	This fund is for the provision of emotional support to prisoners in distress or crisis in the UK and Ireland.
Reducing Gambling Harm	This fund related to the partnership with GamCare to develop suicide prevention guidance aimed at gambling companies and training to support their staff working with customers expressing suicidal thoughts.
Regional Grants	This fund contributes to core helpline costs, volunteer training and other costs incurred regionally.
Suicide & Self-harm in Wales	This fund supports Samaritans and NSPA to carry out our work in Wales.
Support After Suicide	The Support After Suicide Partnership (SASP) is a UK wide network of over 70 members and supporters. It was founded in 2013 to bring together national and local organisations that are involved in delivering suicide bereavement support across the UK and to address the need for formal, multi-agency, proactive suicide bereavement support. During the year the hosting of SASP was transferred to the Royal College of Psychiatrists.
VCSE Health & Wellbeing Alliance	This fund provides core funding to the Voluntary, Community and Social Enterprise (VCSE) sector membership of the refreshed Health and Wellbeing (HW) Alliance.
Veterans Listening Service	This funding is for a veteran helpline service which provides trained support to improve the wellbeing and resilience of military veterans, including peer-to-peer support.
Other	This fund represents the total of smaller individual restricted funds.

19. Samaritans group companies

a) Samaritans

The charity is a private limited company (registered number 757372), which is incorporated and domiciled in the UK and is a public benefit entity. The address of the registered office is The Upper Mill, Kingston Road, Ewell, Surrey, KT17 2AF.

Samaritans uses the exemption in Section 408 of the Companies Act 2006 in not preparing a separate Income and Expenditure account for Samaritans as a separate entity.

Samaritans recharged expenditure of £1,049,000 to its subsidiaries during the year (2025: £1,268,000) and made payments to its subsidiaries of £nil (2025: £nil). The Samaritans Enterprises Limited donates any surpluses to Samaritans under Gift Aid; for 2026 this amounted to £393,000 (2025: £339,000). At the year-end, £407,000 was due from Samaritans Enterprises (2025: £671,000), and £16,000 was due to Samaritans Ireland (2025: £57,000).

b) The Samaritan Enterprises Limited

Company number: 01451175

The Samaritan Enterprises Limited is incorporated in the United Kingdom and has an issued share capital of £100, 100% of which is owned by Samaritans. The address of the registered office is The Upper Mill, Kingston Road, Ewell, Surrey, KT17 2AF.

The principal activity of the company is the delivery of a contract with Network Rail – 'Tackling Suicide on the Railway'; income also includes that derived from certain sponsorship and training activities. Any net profit made by the company is transferred to the charity.

The Samaritan Enterprises Limited's income amounted to £1,092,000 (2025: £1,351,000), expenditure amounted to £699,000 (2025: £1,012,000) and a surplus of £393,000 was generated (2025: £339,000), before transfers and other recognised gains/losses. At 31 March 2025 assets were £803,000 (2025: £1,356,000) and liabilities were £803,000 (2025: £1,356,000).

A Memorandum of Understanding exists with Samaritans Central Charity to deliver certain requirements of the Network Rail contract. In accordance with this agreement, services of the central charity have been procured. As such, this year's accounts include inter-company charges of £1,049,000 (2025: £1,268,000).

c) Samaritans Ireland

Company number: 450409 Charity Number: CHY11880

Samaritans Ireland was established in the Republic of Ireland in December 2007 and became operational in April 2008. Samaritans Ireland is incorporated in the Republic as a company limited by guarantee. The address of the registered office is 4-5 Usher's Court, Usher's Quay, Dublin 8, Ireland.

By virtue of its constitution, Samaritans is able to exert control over Samaritans Ireland.

Samaritans Ireland's income amounted to £1,546,000 (2025: £1,451,000) and expenditure amounted to £1,413,000 (2025: £1,428,000) resulting in net income of £133,000 (2025: £23,000). This figure includes income of £145,000 (2025: £116,000) from the Central Charity towards the helpline in Ireland and excludes costs which are met by the Central Charity including rental costs for the Dublin office and executive leadership in Ireland. It also includes foreign exchange gains on translation into sterling.

At 31 March 2026 assets were £1,580,000 (2025: £1,246,000), liabilities were £225,000 (2025: £23,000) and total funds were £1,355,000 (2025: £1,223,000).

The results of the company have been translated at the prevailing currency exchange rate at the average rate.

20. Affiliated and Central Charity branches

Since April 2016 all branches have either been through an incorporation process and then affiliated to Samaritans Central Charity or joined Samaritans Central Charity, at which point they are no longer separate legal entities.

No branches completed the process this year, and one branch closed. Ongoing financial activity relating to these branches has been incorporated into the results of the central charity.

For SCC branches, the unincorporated entities have been retained and, in England and Wales, have been linked to the central charity on the Charity Commission register. Registered addresses for these entities are listed under Samaritans' entry on the register. Each SCC branch holds net assets of £100, which are included within these group accounts as unrestricted funds. The unincorporated entities have charitable objectives which are consistent with those of the central charity.

A listing of Samaritans branches is included on pages 92 to 94 and SCC branches are indicated on this list.

Reference and administrative details

Honorary President: Felicity Varah Harding OBE

Royal Patron: HM The King

Company name: Samaritans

Registered address and principal office: The Upper Mill, Kingston Road, Ewell, Surrey KT17 2AF

Registered charity number: 219432

Company number: 757372

Scottish charity number: SC040604

Website: samaritans.org

Board of Trustees

Keith Leslie (Chair of Board of Trustees)

Richard Bartlett (Co Vice-Chair)

Dr Hester Wain (Co Vice-Chair)

Rosie Allister

Philip Cliff (Chair of People and Culture Committee)

Andrew Donnell (Chair of Nominations & Governance Committee)

Ella Dorfman

John Drew (Chair of External Engagement and Research Committee)

Eleanor Farrell (stepped down 26 September 2025) (Chair of Ireland Board and Nominations & Governance Committee)

Debbie Giwa (stepped down as Trustee on 18 July 2025) (Chair of Audit & Risk Committee)

Dr Catherine Goodwin (Chair of Wales Committee) (stepped down as Trustee on 13 May 2026)

John Jolly (stepped down as Trustee on 13 May 2026)

Annie Kent (Honorary Treasurer and Chair of Finance Committee)

Amanda Millar (Chair of Scotland Committee)

Dr Anushta Sivananthan (Chair of Service & Quality Committee)

Samaritans senior staff

CEO: Julie Bentley

Executive Director of Corporate Services: Graeme Danton

Executive Director of External Engagement: Sonya Trivedy

Executive Director of Operations: Lis Skeet

Executive Director of People and Culture: Tiger De Souza

Company Secretary: Andrew Robarts

Directors of Branch Operations and Regional Directors (as of 31 March 2026)

Director of Branch Operations: Cindy O'Shea (stepped down 27 February 2026)

Director of Branch Operations: Karen Edmond (from 01 March 2026)

Director of Branch Operations: Gilli Seymour

Director of Branch Operations: Jayne Finch

Director of Branch Operations: Shilpa Shah

Regional Directors

East: Susannah Fenton and Jenny Meads

East Midlands: Joy Baker

London: Sue Christopher

North: Anne Nettleship (term ended 31 August 2025) Dave Kerry (from 01 September 2025)

Northern Ireland: Marcella Taylor

North West: Christina Morgan (termed ended 30 June 2025) Mike Nudd (from 01 July 2025)

Ireland: Jonathan Neville (term ended 09 January 2025) Margaret MacMahon (from 10 January 2025)

Scotland: Wilma Goodlad

South: Liz Hebden (term ended 13 April 2025) Mark Wildey (from 14 April 2025)

South East: Kay Turner

South West: John Huxtable (term ended 11 October 2025) Susan Wilkins and Rob Leighfield (from 12 October 2025)

Wales: Christine Gwyther (term ended 31 March 2026) Olga Sullivan (from 01 April 2026)

West Midlands: Pam Rutter (term ended 02 April 2026) Catherine Howard (from 03 April 2026)

Yorkshire and Humberside: Belinda Merrison

Bankers: Lloyds Bank Plc, 25 Gresham Street, London EC2V 7HN

HSBC UK Bank plc, 1 Centenary Square, Birmingham, B1 1HQ

Investment managers: James Hambro & Partners LLP, 45 Pall Mall, London SW1Y 5JG

External auditors: Crowe U.K. LLP, 55 Ludgate Hill, London, EC4M 7JW

Samaritans branches

Samaritans has staff and volunteer teams organised via branches, satellites and hubs across the UK and Ireland, which are listed below as of 31 March 2026. Our dedicated volunteers are our greatest asset, and we couldn't achieve all that we do without their steadfast support. Thank you to each and every one of our wonderful volunteers for the difference you make in people's lives every day.

Aberdeen
Aberystwyth*
Arklow (East Coast)
Ashford & Tenterden
Athlone & Midland
Ayrshire
Ballymena
Banbury & District*
Bangor & North Down
Barnsley
Barrow, Furness & South Lakes*
Basildon & Thurrock*
Basingstoke*
Bath & District
Bedford*
Belfast
Berwick (Satellite)*
Bexley & Dartford*
Birmingham
Blackburn with Darwen, Hyndburn & Ribble Valley
Blackpool, Fylde & Wyre
Bognor Regis, Chichester & District*
Bolton
Borders (Selkirk)*
Boston, Lincolnshire*
Bournemouth & District*
Bracknell, Wokingham, Ascot & Districts
Bradford (Hub)*
Brent*
Bridgend
Bridlington & District*
Brierley Hill
Brighton, Hove & District
Bristol
Bromley & Orpington
Bury*
Bury St Edmunds & West Suffolk
Buxton & High Peak*
Caithness
Cambridge
Canterbury & District
Cardiff & District*
Carlisle
Castlebar (Satellite)
Central London
Chelmsford & Mid-Essex*
Cheltenham & District
Chester & District
Chesterfield
Chiltern
Colchester
Coleraine & District
Cork
Cornwall at Truro
Correspondence*
Coventry & District
Craigavon
Croydon & Sutton*
Darlington & District*
Derby & District
Derry
Doncaster*
Dorset at Weymouth
Drogheda
Dublin
Dumfries*
Dundee
Dunfermline
Durham (Central)
Ealing
Eastbourne & District
East Surrey
Edinburgh and the Lothians
Elgin*
Email Hub (Hub)*
Ennis & Clare
Exeter, Mid & East Devon
Falkirk & Central Scotland
Farnborough & District*
Festival*
Galway

Glasgow
Gloucester & District*
Grantham
Great Yarmouth*
Grimsby, Cleethorpes & District*
Guernsey
Guildford
Halifax & Calderdale
Harrogate & District
Harrow
Hastings & Rother
Havering (Romford)*
Herefordshire
Herts & Essex (Ware)
Hillingdon
Horsham & Crawley
Huddersfield
Inner South West London
Inverclyde*
Inverness
Ipswich and East Suffolk
Irish Festival
Isle of Man
Isle of Wight*
Jersey
Kerry
Kettering & District
Kilkenny and Carlow
King's Lynn
Kingston upon Hull
Kingston upon Thames
Kirkcaldy & District*
Lanarkshire in Hamilton*
Lancaster & District
Leatherhead & Mid-Surrey
Leeds*
Leek & District
Leicester, Leicestershire & Rutland
Lewisham, Greenwich & Southwark
Limerick & Tipperary
Lincoln*
Liverpool & Merseyside
London City Hub (Hub)*
Lowestoft & Waveney District*
Luton, South Beds & Harpenden
Macclesfield & District
Maidstone & Weald
Manchester & Salford
Mansfield*
Medway, Gravesham & Swale*
Mid-Cheshire
Milton Keynes
Newbridge & Kildare
Newbury
Newport & Gwent
Newry
North Devon & North Cornwall
North East Wales*
North Herts & Stevenage
North London (Enfield, Haringey & Barnet)
North West Surrey*
North West Wales
Northallerton & The Dales*
Northampton
Northumbria*
Norwich
Nottingham
Omagh
Orkney*
Oxford
Pembrokeshire
Pendle, Burnley, Craven & Rossendale
Perth
Peterborough & District
Plymouth, East Cornwall & South West Devon
Portsmouth & East Hampshire
Powys in Llandrindod Wells
Preston & District
Reading
Redbridge*
Rochdale, Oldham & District*
Rotherham
Salisbury & District
Scarborough
Scunthorpe*
Sevenoaks (Hub)*
Sheffield
Shetland
Shrewsbury
Sligo
Slough, Windsor & Maidenhead

Solihull*
South Cheshire
South Devon
South Wales Valleys (Hub)*
South West Herts
Southampton & District
Southend-on-Sea
Southport & District*
Stafford
Stockport*
Stoke-on-Trent & Newcastle
Stratford-upon-Avon & District
Sunderland*
Swansea
Swindon & District*
Tamworth
Taunton & Somerset
Teeside (Middlesbrough)*
Telford
Tunbridge Wells & District
Tyneside*
Wakefield & District*
Walsall & District*
Waltham Forest (Leyton)*
Warrington, Halton & St Helens*
Waterford & the South-East
West Cork/Clonakilty (Satellite)
West Cumbria
Western Isles
Weston Super Mare & North Somerset
Wigan
Winchester & District
Wolverhampton
Worcester
Worthing
York
Yeovil, Sherborne & District

*These are part of Samaritans Central Charity as of 31 March 2026

Donors and supporters

Ralph and Elizabeth Aldwinckle

Baillie Gifford

Bakkavor

Dr Vik Bansal

Bloomberg

Gemma Booker

Bukhman Philanthropies

Burberry

Cala Homes

Central Co-op

Costain Group PLC

DFYNE

FirstGroup plc

Flying Tiger Copenhagen

The Friends Trust

Chris and Gilda Haskins

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Reed Foundation

RSM UK Foundation

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Siemens Mobility

Teneo

Three UK

Wesleyan

World Gold Council