National Autistic Society

Annual report 2025-2026

Creating a society that works for autistic people

Company number 01205298

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The Trustees present their statutory report together with the consolidated financial statements of National Autistic Society for the year ended 31 March 2026. The Strategic Report, which constitutes a Trustees' report for the purposes of charity legislation and a Directors' report for the purposes of company legislation, has been prepared in accordance with Part VIII of the Charities Act 2011.

The financial statements consolidate the accounts of National Autistic Society with those of its fully owned trading subsidiaries NAS Services Limited and Autism UK Limited, which were established on 19 October 1992 & 4 December 1995 respectively.

The financial statements have been prepared in accordance with the accounting policies set out on pages 34-80 and comply with the charitable company's Memorandum and Articles of Association, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice applicable in the United Kingdom and Republic of Ireland (FRS 102).

Summary of our impact in 2025-26

"I came to find information about autism because I think I might be autistic. I was so overwhelmed with the positive and inclusive view of autism. It was such a reassurance after seeing the way autism tends to be portrayed (ie like it's a problem)." Website visitor

"… the most important thing to us as a family is that our son is listened to and looked after as we would look after him. It is done very well at the NAS." Parent of a person we support at one of our adult day centres

"The forum helped me find a job that does not damage me mentally. It helped me find like-minded people who share my interests and passions and validated my experience of being profoundly different." Online Community user

"The techniques and information we've covered have been life changing." Parent on our EarlyBird Plus programme

"For a while, I did feel very alone. I felt like no one in the world can understand my brain. I came here and suddenly, it's like, oh, I have found my people." Pupil at Robert Ogden School

"I really enjoyed the group, which is very odd for me, but I felt like I could just be me, and people got me. I can't tell you how happy it made me." Branch member

"The guidance, community and expertise we've gained through the National Autistic Society has been invaluable to our family." Supporters

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1,486,000 people accessed our autism information, advice and guidance.

485 autistic adults built their confidence and independence at our day, residential, supported living and outreach services.

394 autistic students benefited from specialist education in our schools.

8,000 people found community and support at our local branch events, run by more than 700 dedicated volunteers.

11,000 people were trained to better understand autism.

Truth. It Matters campaign, started following harmful misinformation from President Trump, reached more than 900 million people across social media.

1.5 million people watched our *It's How You Show Up* film, increasing public understanding of autism and how to support autistic people.

In World Autism Acceptance Month, our incredible supporters raised over £415,000!

Introduction from our Chief Executive and Chair of the Board of Trustees

This year, we have continued to make meaningful progress towards our mission of creating a society that works for autistic people and their families. It's been a year that has shown us just how urgent that mission remains, particularly in the face of persistent and harmful misinformation about autism.

Together, we've reached more people than ever before. Over 1.4 million people accessed our advice, guidance and support this year, finding trusted information and connection. Across our services and programmes, we've seen individuals grow in confidence, independence and wellbeing, whether through our community support, schools or specialist services.

We have also continued to drive change beyond our direct support; challenging misinformation and increasingly negative narratives about autism, running a public awareness campaign, shaping policy and working with professionals and organisations to improve understanding of autism across society.

None of this would be possible without our supporters and fundraisers, whose generosity enables us to reach more people and widen our impact. We are equally grateful to our incredible staff, volunteers and partners, whose dedication makes our work a reality every day. Above all, we thank the autistic people and families we support, for trusting us, for sharing your stories, and for helping us ensure that lived experience remains at the heart of everything we do.

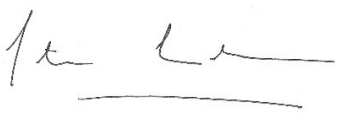
While we are proud of what we've achieved, we know there is much more to do. Our new Vision to Reality strategy for 2026-2030 was updated to respond to these challenges: the need for timely diagnosis, better mental health support, improved access to appropriate education and sustainable employment, and a stronger challenge to negative public attitudes and misinformation. As we move through 2026 and beyond, our focus is clear: to be more targeted, more responsive and more impactful than ever before.

While Caroline has stepped down from her role as Chief Executive, she leaves with a profound sense of pride in what we've achieved together and confidence that the charity is stable, resilient and in capable hands.

Together, we will keep working towards a society where autistic people are understood, accepted and able to thrive.



Caroline Stevens
Chief Executive



Dr Stephen Ladyman
Chair of the Board of Trustees

Support

We believe the role of the National Autistic Society is to support all autistic individuals and their families to live a fulfilled life on their terms.

Our achievements in 2025-26

Throughout the year, our advice and guidance, services, schools, local branches, groups and diagnosis service continued to provide life-changing support for autistic people and their families. Here are just a few of the highlights.

Reaching millions with advice, support and connection

We provide advice and guidance on our website and across resources that helps autistic people and their families to understand autism, the support available and to help them navigate through the challenges across society. All our work is underpinned by co-production with autistic people and our community. We ensure our advice and guidance is grounded in robust evidence (lived experience, research and practice), and clearly explains autistic people's strengths, challenges and access needs.

In 2025-26:

- **819,200** people accessed our Advice and Guidance web pages.
- **2,690** people received help through our direct enquiry and signposting service.
- **12,860** people received free social care advice and guidance through AccessAva and our partnership with Access Social Care.

In total, we supported over **1,486,000** people to access relevant information, advice and guidance.

New 'What is autism?' pages

In 2025-26, we launched new, evidence-based web content on 'What is autism?' While most people have heard of autism, many do not understand its core characteristics or the common experiences of autistic people. This new content breaks down what we understand about autism based on a large-scale evidence review.

Every month, over 91,000 people view our 'what is autism?' content, and we're pleased to see that the majority of readers said they found the new content helpful.

"The information helped me to understand a bit more about what autism is. I was just diagnosed with the condition and feel very overwhelmed, so this really has helped." Website visitorWe are now working on updating our Education advice and guidance, ensuring it is informed by lived experience, research and practice, and reflects the different systems across the UK.

Improving navigation on our advice and guidance pages

Over the last year, we have been developing a new tool to improve access to our advice and services. 'Ask ASH' will help website visitors navigate the information on our website, helping them to find what they need. If needed, users will be signposted to our one-to-one enquiry and signposting service.

This project has been in development throughout 2025-26, with a planned first phase launch in Summer 2026. Additional volunteers have been recruited and trained in preparation for increased demand in 2026-27, who will be able to advise people by phone, email or post.

Enhancing our Online Community

Being autistic or having autistic family members can feel very isolating, and it's so important to have people who understand around you. One of the ways that we help with isolation is through our Online Community.

In 2025-26, 489,800 people engaged with our Online Community. Over half (**61%**) of our users reported that it helps to reduce their social isolation. **67%** reported that it has played a critical role in helping them connect with others who have similar experiences.

This year, we undertook significant work to ensure the Online Community continues to meet the requirements of the *Online Safety Act*. In recognition, we won the Verint Inspire Award for Excellence in Regulatory Compliance.

"The forum helped me find a job that does not damage me mentally. It helped me find like-minded people who share my interests and passions and validated my experience of being profoundly different." Online Community user

Growing our Autism Services Directory

In 2025-26, 161,400 people used our Autism Services Directory to access over 532,000 local services. It is now the most popular section of our website.

Emotional support for parents and carers

688 parents were given emotional and peer support via our Parent to Parent Emotional Support Helpline.

All the parents we surveyed felt that the Helpline's volunteers understood their situation, which enabled them to feel seen and get the right support. They described our volunteers as "genuine" and "empathetic", and the conversations they had helped parents to feel less isolated (86%).

"I now feel that perhaps I am not the failure I thought I was, and I feel more positive about finding ways to help and support my son." Parent to Parent caller

Changing lives every day

Building autistic people's confidence and independence

In our adult services, we directly supported 485 autistic people in 11 day services, 25 residential care services, 25 supported living services and six outreach services.

Across our services, people have developed the confidence to do more for themselves and engage more fully in their communities. For example, individuals who previously struggled to go out independently are now travelling, joining local groups and building social connections.

There has been measurable progress in the quality of support, with improvements recognised in overall care outcomes. Feedback from families has also been positive, reflecting increased confidence in the support being delivered. However, we recognise that there is more work to be done.

This year, we have placed greater emphasis on ensuring that autistic people are heard at all levels of the organisation, including direct engagement with trustees. This has helped shape services around what matters most to the people who use them, focusing on meaningful outcomes, independence and wellbeing.

"We believe that our daughter is safe and that staff have the best interest of our daughter and other residents as a priority." Parents of someone who lives in one of our residential services

"… the most important thing to us as a family is that our son is listened to and looked after as we would look after him. It is done very well at the NAS," Parent of a person we support at one of our adult day centres

A cutting-edge curriculum for autistic learners

In our four schools, we have built on the previous year's work to deliver a robust, evidence-based and cutting-edge approach to our curricula.

We have introduced new curricula and strengthened assessment in our core Maths and English provision that better suit autistic learners. Early phonics programmes are being piloted to better support autistic learners with early reading. Changes are also being piloted to our relationships and sex education provision, in partnership with the Brook Foundation.

Our therapy teams continue to develop. This year, they have focused on improving our ability to implement and track the use of assistive technology and adjustments in the classroom.

A generous grant from the Novum Foundation again this year has enabled us to purchase a much-needed new minibus for the pupils at Radlett Lodge School.

In the Summer of 2025, we celebrated both the 60th anniversary for our Sybil Elgar School and the 50th of Radlett Lodge with amazing events.

"To call Sybil Elgar a school and to call them teachers is just downplaying it. They're so much more. They've given him everything in life." Parent of a pupil at Sybil Elgar School

We are reviewing the possibility of rebuilding The Robert Ogden School in Thurnscoe, South Yorkshire, and have been consulting with the local community about the proposal. In March, we held a public consultation event at the school. We invited local authorities and the community to meet the project team, view plans for the proposed school and give us their feedback before the project moves to the planning phase.

Vital social activities in our branches

Our vibrant network of volunteer-led branches stretches across the UK, providing vital support and activities for people within their communities.

More than 700 volunteers ran the network, holding 232 events benefiting more than 8,000 people. Branches are dynamic, responding to need within their communities. Activities included coffee meet-ups, peer support, sensory friendly play sessions, arts and crafts, sports, fundraising, campaigning and much more.

"I really enjoyed the group, which is very odd for me, but I felt like I could just be me and people got me. I can't tell you how happy it made me." Branch member

"It's tough being a SEN parent and I am really proud of the community we are creating for young people and families." Branch Committee member

Peer support in Wales

In Wales, we used funding from the Welsh Assembly Government to deliver social groups for autistic adults, run by autistic adult volunteers.

440 autistic adults have benefited from the programme this year. Our evaluation showed that 77% of respondents said they had increased their social networks and made friends, with 68% saying that the groups had helped improve mental health and wellbeing.

"The main benefit is being able to socialise together. Together, we are getting a better understanding of our autistic traits. We are aware of each other's needs. It is very inclusive." Welsh Peer Support participant

Support programmes in Scotland

Our range of support programmes in Scotland had a huge impact on autistic people and their families.

We directly supported 70 young autistic people through our **Empower Up programme** to develop social navigation strategies and build confidence.

Through our **Connections programme**, we supported 55 autistic adults to relieve social isolation.

We supported 131 adults through our **What's Next? programme,** aimed at providing pre and post diagnostic support.

15 young people took part in our **Reimagining Art programme,** culminating in a well-attended exhibition at an art gallery in Glasgow.

60 people were supported through our **Moving Forward programme** which is a highly bespoke and personalised programme for young people from disadvantaged backgrounds.

More than 130 people attended our fortnightly programme of **social groups** supported by more than 30 volunteers.

Our **Growing Up programme** concluded – which provided support to 200 families over the last two years around the transition from childhood to adulthood.

Our **Autism Support Ayrshire Service** responded to 800 enquiries from autistic people and their families as well as delivering carer workshops, a coffee club for autistic adults and EarlyBird training for parents.

"Before Connections, I would not go anywhere myself, but now, I can travel into town myself and I have joined an in-person book club, and I feel very proud of myself - my sister can't believe the change in me." Connections participant

Opening our Randalstown Centre in Northern Ireland

We were delighted to welcome our Royal Patron, HRH The Duchess of Edinburgh, to officially open our new state-of-the-art autism centre in Randalstown in March 2026. We have welcomed hundreds of visitors to the centre including the Minister for Health, local MLAs and MPs, Health and Social Care Trusts, autistic people and their families. New activities from the centre will start in July 2026.

Meanwhile, we have delivered support to 1,036 families in Northern Ireland this year via face-to-face groups, advice and guidance and our lending library. Our staff have been trained to deliver new programmes to autistic people, their families and professionals such as EarlyBird, EarlyBird Plus, Teen Life, Spell and Studio3.

Nathan's story

"Nathan joined our Skills for Life programme, coming in with much trepidation and not sure if it would be for him. From the start, Nathan tried everything with enthusiasm. He completed the cookery programme on a high with new recipes to share and cook for his family. He left us as a much more confident young man. His mum, Derwyn, completed our Teen Life parent training. When he turned 18, Nathan volunteered at our 20-year anniversary ball, joined our adult steering group and had the pleasure of chatting with The Duchess of Edinburgh at the Randalstown official opening.

We recently supported Nathan on the adult mentoring programme and, as a result, he secured a volunteering position at a local community farm. It has been a delight to watch Nathan thrive."

Expanding our Diagnostic and Assessment Service

In our Diagnostic Service, the clinical team responded to over 900 people who were seeking a neurodevelopmental assessment for themselves or a relative to provide clarification around diagnosis of autism and/or related conditions.

258 people and their families went on to receive a clinical service:

- 178 underwent a comprehensive neurodevelopmental assessment and post diagnosis support through the Lorna Wing Centre.
- 55 people accessed the clinical consultation service to explore their diagnostic and health related needs through the Autism Support Plus service*.
- 25 people and their families accessed a full neurodevelopmental assessment through our partner services.

*Through this offer, employees of subscribing organisations have access to initial consultations and, where appropriate, full assessments funded by their employer.

We have continued to work with our partner services: AYC Psychology, Community Assessment Therapy Services (CATS) and Acorn Autism Specialists, through shared casework. This has meant people who wanted to access a more locally-based service were able to use these services.

Learning and resources from Autism Central

Autism Central is a peer education programme, commissioned by NHS England and run by a consortium of Charities. it aims to increase access to support, learning and resources for families, carers and personal assistants of autistic children and adults.

Our contract for delivering the programme ended in September 2025, and we successfully transitioned the programme to a new provider. From April to September:

- 633 group workshops were delivered to families by peer educators.
- 3,790 one-to-one sessions were delivered to families by peer educators.
- 40,003 families accessed the website and online resources.

Improving family wellbeing at our Resource Centre

Across our family support services in Surrey, Croydon, Tower Hamlets, Southwark and Lambeth, we supported:

- 2,090 families with one-to-one support after receiving a diagnosis
- 1,120 families through our autism-specific parent/carer courses and workshops
- 372 parents and carers and 740 children and young people through family fun events hosted during school holidays.

We also provided youth clubs in Croydon and Surrey as part of our short break offer to 17 individuals in each area.

Our ASSIST service provided 1,174 hours of one-to-one support for autistic adults and 574 hours of support in our social groups.

Our 2026-27 plans

In advice and guidance, we plan to:

- continue to provide trusted, evidence-based, high-quality content that is accessible, inclusive and reflective of lived experience. This includes working with evidence reviews, improving digital navigation, user experience and insight, meeting recognised quality standards and building strong strategic partnerships.

- help to reduce isolation and improve wellbeing by enabling autistic people and families to connect with others through high-quality peer support. This includes expanding Parent to Parent and peer support, and enhancing the Online Community.

- ensure autistic people and families can access the right advice and support at the right time through a clear, trusted access point. This includes delivering responsive, personalised advice through our enquiry and signposting service, and strengthening the Autism Services Directory.

In our services, we plan to:

- move from reducing agency staff reliance to sustaining a largely permanent workforce, with a stronger focus on retention, career development and leadership pipelines
- deliver strong performance across all services, with clear accountability and measurable improvements in quality, safety and outcomes
- actively strengthen commissioner relationships and secure sustainable income across existing services, with a focus on long-term partnerships
- ensure all services operate on a sustainable financial footing, with clear visibility of costs, income and risk.

In our schools, we plan to:

- submit planning documentation for rebuilding our Robert Ogden School

In Branches and Volunteering, we plan to:

- develop and implement a strategy for growing our branch network to ensure that every autistic person and family member can access a local or online branch wherever they are in the UK
- grow the number of volunteers we have to ensure that we can meet our strategic aims as well as specific events and programmes, such as the London Marathon in 2027
- continue to put solid foundations in place to ensure that volunteering with us is a smooth and rewarding process, seeking to achieve the Investing in Volunteering quality mark to confirm this.

In our support programmes around the UK, we plan to:

- build on and extend the reach of our Empower Up, Moving Forward and Reimagining Art programmes in Scotland to support more children and young people
- continue to deliver our programmes for autistic adults, in particular our What's Next? and Connections programmes in Scotland to meet growing demand from adults for support
- ensure that we are fully operational from our new centre in Randalstown
- roll out new training for autistic people, their families and professionals in Northern Ireland
- enhance our offer of support for families in Wales, as well as deliver autism awareness sessions within communities, funded by the Welsh Assembly Government
- transition all our Resource Centre parent/carer courses to EarlyBird, EarlyBird Plus and Teen Life
- extend our reach of family support services at our Resource Centre into neighbouring boroughs.

Influence

We believe the role of the National Autistic Society is to influence and collaborate with others to improve standards and adjustments.

Our achievements in 2025-26

Our vision of an autism-friendly future is a vision for the whole of society. This means we can't achieve it alone. Here's how we influenced and collaborated with others this year, including professionals in healthcare and education and employers.

Training professionals and parents

In 2025-26, our Autism Know How team continued to deliver professional training, accreditation and sector-wide support at scale:

- Over 11,000 delegates were trained on our courses, consultancy and licensed user programmes.
- 99%+ of participants across key programmes reported positive experiences and would recommend the training to others.

We refreshed and expanded our professional training offer during the year, including updated EarlyBird, EarlyBird Plus, Essential Autism and Autism and SPELL programmes, supporting professionals and parents to apply evidence-based practice in real-world settings. The number of families supported by our EarlyBIrd, EarlyBird Plus and Teen Life programme increased from 3,522 in 2024-25 to 4,176. Programmes delivered increased from 594 to 663. We are proud that 99%+ families who attended would recommend the programmes to other families.

"It's not an understatement to say the techniques and information we've covered over these last few weeks have been life changing." Parent on our EarlyBird Plus programme

Highlighting neuroinclusive practice at our Professionals' Conference

We also delivered a national professional conference in March 2026, with over 650 bookings and 566 attendees on the day, creating space for shared learning about neuroinclusive practice.

"Hearing a range of ways different professionals were applying neuroaffirmative practice into their work was really inspiring and helped me to think of new, additional ways I could achieve this myself, as well as ways other services/professionals I interact with could also make these changes."
Professional Conference delegate

Accreditation, the Neuroinclusive Employer Award and Neuroinclusive Access Award (previously Autism Friendly Award)

122 organisations achieved Autism Accreditation during the year, with 96.8% of services reporting a positive impact from the process.

"Overall, accreditation isn't just a status - it's a journey of growth, collaboration and best practices that has empowered staff, families and autistic people alike." Resilience Care

We developed and launched the Neuroinclusive Employer Award in February 2026, in response to employer demand for clearer guidance on inclusive employment. Three employers achieved the award by year end.

"One of the most positive outcomes was the direct involvement of neurodivergent colleagues in our working group. Their feedback helped us understand workplace challenges more clearly and identify practical improvements." Oxygen Finance, Gold Neuroinclusive Employer

Our refreshed Neuroinclusive Access Award (formerly the Autism Friendly Award) supported large-scale accessibility improvements, including Network Rail committing 20 UK stations to work towards the award, following success at Waterloo Station. We also saw the Houses of Parliament receive the award this year for their visitor experience.

"It's a great programme that benefits both staff knowledge and customer support. It challenges you to consider a range of aspects to make your business more accessible for autistic people. I would thoroughly recommend it." Great Western Railway

During the year, Autism Know How began the transition to National Autistic Society: Learn as the public-facing name for our professional learning and accreditation offer. The change responds to feedback from organisations and reflects the wider neuroinclusive scope of the work.

Improving schools

Developing Inclusive Spaces and Cullum Centres in mainstream schools

We secured funding to deliver the second phase of our Inclusive Spaces project. This supports mainstream schools to develop inclusive learning environments and the teaching staff to increase their autism knowledge and embed practice to support autistic pupils to have a more positive educational experience. In 2025-26, we began rolling the initiative out to mainstream schools across Bath, Bristol and the Boston area of Lincolnshire, with ten schools now participating and delivery continuing through to December 2027.

In addition, during the year, we broke ground on a new Cullum Centre in Norfolk. The centre is officially opening in February 2027 which will increase the number of centres in operation to 8.

Training education professionals through the Neuroinclusive Education Network (formerly The Autism Education Network)

Our 163 Neuroinclusive Education Network partner organisations licensed across England and Wales trained 54,672 delegates in 2025-26.

Our 2026-27 plans

In National Autistic Society: Learn, we plan to:

- maintain our autism specialism but expand to include content across neurodivergences
- roll out our Neuroinclusive Access Award to make important public spaces accessible for autistic people, with a specific focus on the leisure and hospitality sector
- increase the reach of our training by growing our online content
- create communities of practice for professionals to share best practice
- grow the Neuroinclusive Education Network
- increase the number of businesses signing up to our Neuroinclusive Employer Award

- provide businesses with high-quality information about supporting autistic and other neurodivergent colleagues.

Transform

We believe the role of the National Autistic Society is to transform society by building understanding, acceptance and respect for all autistic people.

Our achievements in 2025-26

Lack of understanding and negative narratives about autism have a daily impact on autistic people's lives and are among the main barriers to taking part in education, work or leisure activities. That's why we're committed to deepening public knowledge, overcoming stereotypes and ending stigma around autism. All our campaigns are driven by the voices and lived experiences of autistic people.

Driving awareness and changing society

Building public understanding with *It's How You Show Up*

In April 2025, we launched our *It's How You Show Up* campaign, aiming to raise awareness of autism and encourage people to make a public pledge to show how they will show up for autistic people. This is a three-year project with activity through the year and big moments in April 2026 and April 2027.

Ahead of launch, we conducted research with our Insight panel of autistic people and families which found:

- 25% of autistic people said they usually get a negative reaction when they say they are autistic.
- 90% have experienced poor mental health due to attitudes or perceptions of autism.
- 84% have experienced social isolation.

But there is hope... Focus groups with the public found that 62% of UK adults want to learn how to help autistic people feel more accepted.

About the campaign

Our key campaign message was:

"For each autistic person you interact with, even the simplest day-to-day gestures of support can make a huge difference. How you take little steps to understand our experiences. How you make time for us to process and space for us to regulate. Shift your expectations of us and make it clear that that's okay. Advocate for us in the workplace and the world, step by step. It's the way the cumulative effect of these interactions can transform our capacity to move through what can be a uniquely challenging life. Because for every autistic person… It's How You Show Up."

The campaign centred around a powerful film starring a real-life autistic father, Chris and his autistic daughter Penny and her mum Katie. It received an overwhelmingly positive response:

"This short video from the NAS powerfully illustrates why "showing up" for autistic people truly matters." Comment on social media

"Really important and powerful message. Thank you for moving the conversation on." Comment on social media

Total film views in April 2025 were over 1.5 million. There were more than 3.3 million impressions across social media, with an extremely strong engagement rate of 5.3%.

We also ran adverts on billboards nationwide, each featuring real-life stories of moments when someone had showed up for an autistic person. These received over 11 million impressions, while the digital paid element received a similar number online.

Both drove more than 16,000 visits to the web page, resulting in almost 1,000 pledges on our pledge wall over the year from people vowing to show up for autistic people in their lives.

Tackling misinformation

Truth. It Matters campaign

When US President, Donald Trump, announced unscientific and harmful claims about paracetamol causing autism, we launched a rapid-response campaign within 24 hours. Our press statement featured in 500 items of coverage, including 90 news bulletins on national and regional radio stations, reaching 118m people across print/broadcast and 900m+ online monthly unique visitors. Our charity was interviewed on *GMTV*, *BBC Lunchtime News*, *ITN Evening News* and *Sky News*. We asked campaigners to sign an open letter:

"Misinformation and stigma makes life unnecessarily hard for autistic people and their families. Every time we have to spend time unpicking and debunking another baseless claim about autism, that's less time to focus on the reality."

Within 48 hours, almost 20,000 people signed the open letter, we saw a 48% increase in our campaigner mailing list in less than a week, and over 28,000 people have now signed the letter.

Our Media team continued to challenge misinformation and negative narratives in the media throughout the year. In total we sent:

- ten private letters to editors/journalists about misinformation
- three private letters to corporate organisations
- 26 media comments about misinformation
- Reach (print and broadcast coverage): 167.6 million
- Total unique views per month for our online coverage: 3.1 billion

Across our social media channels, there were 60 published posts in the year calling out misinformation and negative narratives about autism. These posts had a total of 5,799,844 Impressions, 335,213 engagements and 18,593 link clicks.

Influencing policy

Our Policy team had a busy year, leading the following impactful campaigns:

Protect our Benefits

In April 2025, the Government announced their Welfare Bill, including big cuts to eligibility criteria for the disability benefit, PIP. The Government's own analysis estimated the cuts would push 250,000 people – including 50,000 children – into poverty. Over 5,000 of our campaigners joined the sector-wide campaign and asked their MP to say no to the cuts. Together, we forced the Government to remove the most harmful proposals and commit to a review of PIP that is co-produced with disabled people.

Changing mental health law

We have campaigned for years to change the definition of autism in the *Mental Health Act* to stop autistic people being inappropriately detained in mental health hospitals without a co-occurring mental health condition. On 18 December 2025, the *Mental Health Bill* finally passed. This is a huge win and a vital step to ending the detention of thousands of autistic people in inappropriate settings that do not meet their needs.

Young Campaigners

In January 2026, we welcomed a brand-new cohort of Young Campaigners, a group of 21 young people who are passionate about creating a better society for autistic people. The new programme will include a year of inclusive training delivered by teams across the organisation. Then, in 2027, the group will create and launch their own campaign.

Let's Get SEND Right

In February 2026, the Government published its long-awaited Schools White Paper, with proposals to reform SEND support in schools in England. Before this, through coalition work with the Disabled Children's Partnership, we secured a vital campaign win – a commitment from the Department for Education not to scrap EHCPs entirely.

Our campaign spotlights the experiences of autistic people and their families, and what they really need from the education system. The accompanying consultation guide and surveys supported autistic people to share their hopes and fears about the reforms. We continue to work closely with MPs and the Schools Minister to share our concerns and make sure any reform will truly support autistic pupils.

Forgotten Voices in Northern Ireland

We continued to campaign to improve services for autistic people with high support needs and their families. This resulted in respite becoming one of the three key priority issues for the Northern Ireland Assembly Health Committee. It was also identified as a key area for scrutiny within the Autism Reviewer's first annual report. There have been some small changes to respite and residential care in terms of a small number of additional beds becoming operational. However, much remains to be done, and we continue our work in this area.

Our 2026-27 plans

- run our *It's How You Show Up* campaign again, focusing on getting more people to view the film. We will also adapt the campaign to run in April 2027 alongside our London Marathon 2027 Charity of the Year partnership.
- develop an overarching strategy and launch a long-term plan around building understanding of autism and tackling misinformation and negative narratives
- conduct research with public audiences to understand attitudes around key misinformation topics such as the myth that there is vast overdiagnosis of autism
- create a campaign to challenge negative narratives on autism, empowering our audiences, as well as the wider sector and media, to work together to tackle misinformation.
- continue to campaign on the proposed SEND reforms to make sure any reforms truly support autistic pupils

Fundraising

Winning the 2027 TCS London Marathon Charity of the Year

After many years of applying and a successful pitch, we were thrilled to win the Charity of the Year partnership for the 2027 TCS London Marathon. This is an extraordinary honour, and a once-in-a-generation opportunity to create real change for autistic people and their families across the UK.

Together with the TCS London Marathon, we are working to make the 2027 event the most inclusive marathon the world has ever seen, setting a new standard for what accessible, welcoming major events should look like. Our accompanying *It's Time to Show Up* campaign will increase public understanding of autism by helping everyone to consider the ways they can support autistic people. The funds raised will help us create a new advice hub and an online community app.

Enhancing our supporters' experience

In 2025-26, we continued to focus on innovative ways to improve our supporters' experience with us. These included using an automation tool for emails to event participants to create a more personalised and bespoke experience for event information. We also trialled using SMS to motivate and inspire our supporters throughout their virtual challenges.

"The support is wonderful, nothing was too much and it felt like you cared and that I had known you for years!" Move 28 supporter

For members, we introduced a new series of webinars and have delivered four so far, covering subjects such as our Online Community and the work of our Policy and Campaigns team.

Innovating to deliver new fundraising events

We launched two new virtual challenges in 2025-26: 60 Miles in June and Move 28 Minutes A Day in February. 60 Miles raised £178,258 and Move 28 raised £51,378. This expansion of our virtual product portfolio led to raising over £1 million in 25-26 through virtual challenges, a record-breaking amount.

While we planned to launch a new fundraising product, this will now be launched in 26-27. A full new product development cycle was completed in 2025-26, including capturing key insights to help reach a new audience.

We would like to extend our sincere thanks to everyone who took part in an event or fundraised in support of the National Autistic Society. Your generosity is making a meaningful difference, enabling us to support more autistic people and their families across the UK.

Strengthening Corporate Partnerships and Philanthropy

In Corporate Partnerships, we strengthened existing relationships with Mattel, W & R Barnett, Hagley West, Win Bricks Ltd and CGI. Mattel has been a longstanding supporter for 16 years. There is strong strategic alignment between our organisations, particularly through brands such as Thomas & Friends, which resonate deeply with many autistic people and their families. In May 2025, we raised an incredible £405,949 via a *Thomas & Friends* 80th Anniversary online auction.

New collaborations that deliver mutual value and long-term impact were forged with Morrisons, Simmons & Simmons, and Goldman Sachs.

We were delighted by the increased support from philanthropists and family foundations, whose generosity this year strengthened our work across education, enhanced our advice and guidance services, and expanded the reach and impact of our campaigns and advocacy for the autistic community. Notably, Philanthropists and family foundations pledged £650k to launch our new Inclusive Spaces education programme. Our state-of-the-art Autism Centre in Randalstown, Northern Ireland, was made possible through the generous support of our philanthropists, trusts and statutory funders, providing day services for autistic adults with high-support and complex needs.

"Our support for the National Autistic Society comes from lived experience – and the guidance, community and expertise we've gained through the charity has been invaluable to our family." Dudley and Patricia, Circle of Friends supporters

Our 2026-27 plans

In Fundraising, we plan to:

- deliver our 2027 TCS London Marathon Charity of the Year partnership, leveraging the opportunities this provides for both awareness raising and attitude change
- launch face-to-face fundraising
- deliver our first Light the Way Walk
- begin to use Whatsapp to communicate with event participants
- develop a new raffle product
- scope a potential junior membership product
- continue to improve supporter journeys, fine tuning our automations and rolling these out across activity to allow for more personalised experiences.
- conduct an experience survey to encourage our supporters to help shape the future to improve our journeys and touchpoints.
- benchmark, assess and supercharge our legacy pipeline, as well as making improvements to the legacy marketing strategy.

Safeguarding

Governance and oversight

The independent Safeguarding Board continues to provide oversight and scrutiny across all directorates, with the Chair reporting regularly to the Board of Trustees. There are now nine members, including the Nominated Safeguarding Lead Trustee, who attend quarterly board meetings to provide constructive feedback and request assurances for safeguarding risks, themes and trends.

Both independent members and Trustees have contributed to scrutinising themes and trends, requesting assurances around the safety and wellbeing of people accessing National Autistic Society Services. The Quality and Assurance Committee and the Audit and Risk committee are also sighted on areas of risk in relation to safeguarding.

Safeguarding team and training

The Safeguarding Team includes three advisors who work across the organisation to provide advice and support on incidents, disclosures and concerns.

The team currently support safeguarding decision making and are working towards a more development-focused function to empower leadership of safeguarding across the organisation.

The team is managed by the Safeguarding Lead who provides strategic leadership of safeguarding and supports identification and management of risks that directly impact the people we support or who access our services.

Safeguarding training is mandatory for all staff, volunteers and trustees. It is delivered through online courses, virtual sessions or face-to face training. All Trustees have received a bespoke safeguarding induction in relation to their role.

Adult Services safeguarding

The Adult Services safeguarding induction is well embedded and was updated at the start of 2026 to ensure material remains current and accessible. The risk escalation procedure is well embedded and continues to support where there is an increased risk to people we support.

The 2026 annual safeguarding audit was reviewed in line with the implementation of Radar, our Incident and Risk Management System. The audit was streamlined to avoid duplication with other audit functions and now is accessible on Radar.

The Leadership of Safeguarding Training now forms part of the new manager induction framework and work continues to support a train the trainer model of delivery.

A project to enable an individual review of finances for each person we support has begun. This is overseen by a Financial Safeguarding Steering Group and has an identified project lead to support the management of the project and proactive identification of risks. The Managing Director of Adult Services has implemented a critical oversight group to support services where there may be regulatory compliance concerns which impact the safety and wellbeing of people we support.

Children's services and schools safeguarding

We continue to provide safeguarding advice and support to all designated Safeguarding Leads within our four schools.

A schools' risk escalation panel has been implemented to support organisational oversight of pupil specific escalating concerns. This has resulted in additional support to ensure pupils' needs are identified and met.

This year we also introduced two quality-based roles within the education directorate which have established safeguarding areas of development for schools, such as managing risks around dysphagia and harmful sexual behaviours. The Head of Therapy is working closely with the safeguarding team on action plans and implementation.

A Children's Community Forum has been supporting services delivering non-regulated, face-to-face contact for children and families. This has supported earlier identification of safeguarding concerns and more cohesive organisational oversight and sharing of learning.

National Programmes safeguarding

Safeguarding reporting practices are well embedded in the directorate and have been reviewed in line with any changes to service delivery.

The safeguarding advisor is engaged in procurement of any new projects or services to scope safeguarding risks and procedures from the outset. This has resulted in more robust practices and risk management when new services are established in the directorate.

Digital systems and innovation to support safeguarding

The implementation of the digital systems, Nourish and Radar, continues. Nourish has supported us to enable clearer, more accessible guidelines for supporting people and identification of risk. Radar reporting has allowed better oversight from the team in relation to behaviours of concern and escalation.

Reporting of Deprivation of Liberty Safeguards went live this year and will support more timely applications for assessment for services.

The procedure for reporting safeguarding concerns from Adult Services and National Programmes has been developed and will be implemented in summer 2026.

Human Resources (HR)

Progress on staffing and strengthening leadership capacity in our adult services

Progress has been made in reducing reliance on agency staffing, supported by a more structured approach to workforce planning and monitoring. Regular oversight of workforce data is helping to target recruitment activity and support a gradual shift towards a more stable, permanent workforce. While some services continue to face recruitment challenges, there are early signs of improved stability in several areas.

There has been a continued focus on strengthening leadership capacity and clarifying accountability for service performance. Improved alignment between operational, financial and quality oversight is supporting more consistent decision making and clearer lines of responsibility across services. This is contributing to more effective performance management, although consistency remains an area of ongoing development.

A clearer structure has been established within the Business Development function, with more clearly defined roles and responsibilities. The team has increased from two people to five led by a new Assistant Director of Commercial and Business Development.

Work is underway to strengthen the approach to costing and financial planning for new business. This includes closer working between Business Development and Finance, and the introduction of more consistent processes for pricing, contract management and financial monitoring.

Strengthening our people systems

During the year, we continued to modernise our people systems so that colleagues and managers can access quicker, clearer and more consistent support. In February 2026, we introduced Tribepad, our new applicant tracking system, to make recruitment easier for hiring managers and candidates. Early signs show stronger manager engagement and a more intuitive process.

We also launched HALO, a self-service portal that gives colleagues a single route into the HR Hub for all people-related queries.

Alongside these changes, we made significant progress towards replacing our HR information system. While this work was not completed by the end of the financial year, the programme remains on track for launch in 2026-27.

Building a fair and transparent reward framework

In 2025, we took important steps to strengthen the fairness, clarity and consistency of our approach to pay and progression. During the year, we introduced job evaluation, aligned roles to career grades and matched salary bands to those grade levels. We also benchmarked salaries externally.

Monitoring and improving pay equity

Our latest gender pay gap data shows encouraging progress. The median gender pay gap is now 0%, reflecting greater overall balance across the organisation. The mean gender pay gap increased slightly to 1.9% in favour of male colleagues. Our analysis indicates that this movement was driven by senior appointments made at higher salary levels during the reporting period.

By April 2025, our workforce remained predominantly female, with the overall gender split close to 70:30 women to men. The introduction of job evaluation, clearer career grades, aligned salary bands and external benchmarking is expected to support further progress in future reporting.

Increasing transparency on ethnicity pay

We continued our commitment to transparency by voluntarily publishing our ethnicity pay gap data. This year, the median ethnicity pay gap was 1.8% and the mean gap was 8.1%, representing an increase compared with 2024 and 2023. Our analysis suggests that, while average hourly pay differences are low overall, the gap is more likely to reflect differences in progression into higher-paid roles rather than unequal pay for similar work.

We have also continued to improve the quality of our data. By 2025, 85% of colleagues had shared their ethnicity data, giving us a stronger evidence base for understanding our workforce and targeting action.

Listening to colleagues and acting on feedback

During the year, we launched our colleague engagement survey and achieved a 52% response rate. This is the highest response rate to date, although individual directorate response rates varied. Whilst we strive for a higher response rate across the organisation, this strong level of participation overall gave us valuable insight into colleague experience across the organisation.

We then worked with Trustees and the Executive Leadership Team to develop a response plan based on the findings. This has included running focus groups to explore themes in more depth and to better understand feedback from across the organisation.

Strengthening trustee oversight of people matters

The People Committee was established during the year to strengthen the connection between people-related activity and trustee oversight. By creating clearer visibility of key workforce issues, priorities and risks, the committee helps ensure that people matters are considered in the right way and receive the appropriate level of scrutiny and assurance.

Embedding our new values

In the last annual report, we said we would develop a behaviours framework to support our new values and continue embedding values in all our work. A framework has been developed, with implementation expected in 2026.

Our 2026-27 plans

In HR, we plan to:

- launch a new HR information system and realise improvements and efficiencies in reporting, automations and integrations
- develop a listening strategy with staff and volunteers in partnership with internal communications and an associated activity plan
- undertake Gender Pay Gap Reporting and Ethnicity Pay Gap reporting earlier in the year and develop an action plan
- launch a 2026-27 engagement survey
- implement an organisational Learning Management System to improve learner experience across the charity.

Thank you

We are deeply grateful to the many charitable trusts and foundations, companies, branches and individual supporters whose generosity and dedication have sustained us this year. Your incredible backing makes it possible for us to deliver vital information, advice and support to thousands of autistic people, as well as to their families and those who care about them.

Goldman Sachs Gives at the recommendation of Andrew Bagley

ARN Foundation

Awards for All Northern Ireland

Thea and Peter Boshier

Buchanan Programme and Greg Forshaw

Cullum Family Trust

The Edward Gostling Foundation

Paul, Tracey & Max Fraser

The McClay Foundation

Medlock Charitable Trust

The Motability Foundation

National Lottery Community Fund (People and Communities)

National Lottery Community Fund (Young Start)

National Lottery Heritage Fund

Nolan Family Trust

Novum Foundation

The Nurmohamed Family – In loving memory of Rubab Sultanali Nurmohamed

Charlotte Warner and Bruno Paulson

Pears Foundation

Prospero World

The Rank Foundation

Dr. Scholl Foundation

Ulster Garden Villages

A special thanks to all our Circle of Friends

Benevolent Fund of The Institution of Mechanical Engineers

Chartered Accountants' Benevolent Association

Clinical Partners Limited

Crane Building Services & Utilities

CGI

Ergonomics Solutions Ltd

GeneSys Legacy Project Limited

Goldman Sachs Gives at the recommendation of Jan Scheffel

Gordon & Co Insurance Brokers

Hagley West

HelmsBriscoe

HiT Entertainment (Mattel Group)

MCCORMICK (UK) LIMITED

My Sliding Wardrobe

Naval Children's Charity

Newline Group (Odyssey Group Foundation)

Next Charitable Trust

Procurement Hub

Redevco UK Limited

Royal Society of Chemists

Simmons & Simmons LLP

TK Maxx (head office)

The Institution of Civil Engineers Benevolent Fund

W & R Barnett

Win Bricks Ltd

Xcede Group

We gratefully received a number of grants from statutory bodies including:

Cashback for Communities funding 2023-2026: £241,318 in 2025-26 to deliver the Moving Forward+ employment programme for young autistic people in Scotland.

Creative Scotland, Youth Arts Open Fund: £14,799 funding to deliver Reimagining Art - delivering arts activities to autistic children and young people in Glasgow.

Department of Health and Social Care 2025-26: £91,700 funding for the VCSE Health and Wellbeing Alliance.

Department of Health Northern Ireland: £84,378 grant awarded tied to the delivery of agreed outcomes.

Health and Social Care Alliance Scotland - Self-Management Fund 2023-25: £37,123 in 2025-26 to deliver the Growing Up project in partnership with Carers Scotland, providing workshops for parents and carers of autistic young people.

NHS Greater Manchester 2025-26: £101,500 for delivery of the Greater Manchester Autism Consortium Service.

Scottish Government and Inspiring Scotland - Autistic Adult Support Fund: £39,378 to deliver the last activities of the Embrace Autism project and £90,433 to deliver the start of the What's Next? Programme.

Scottish Government - Social Isolation and Loneliness Fund, Impact Funding Partners 2023-2026: £17,015 in 2025-26 to deliver the Connections project which runs social groups for autistic adults across Scotland.

Welsh Government, Sustainable Social Services Third Sector Grant 2025-26: £63,072 to create more opportunities for autistic adults in Wales to access peer support and social groups.

Streamlined Energy and Carbon Reporting

Energy and carbon consumption

Streamlined Energy & Carbon Reporting (SECR) is a legislative requirement for inclusion in the Directors' Report. It requires all large companies to disclose their operational energy consumption and related emissions. This is the fifth year of reporting for National Autistic Society (NAS).

A high-level summary of energy consumption and associated emissions is presented in Table 1 below.

Unit	Gas	Electricity	Transport	LPG	Total
kWh	3,940,708	2,361,980	1,083,917	28,129	7,414,734
Mileage	N/A	N/A	990,507	N/A	990,507
Litres	N/A	N/A	N/A	3,875	3,875
kgCO2e	720,756	418,070	270,553	831	1,410,210
tCO2e	720.8	418.1	270.6	0.8	1,410.3
%	51.1%	29.6	19.2%	0.1%	100.0%

Table 1: High-level summary of the energy consumption (kWh), mileage and associated emissions.

Figure 1 presents a breakdown of NAS's total CO2e emissions breakdown. Scope 1 emissions from natural gas, LPG and fuel used in leased vehicles account for 70% of total emissions. These emissions are associated with the operation of NAS's buildings and residential facilities supporting people with disabilities, together with business travel in leased vehicles. Scope 2 emissions from purchased electricity consumed across NAS's sites, account for the remaining 30%.

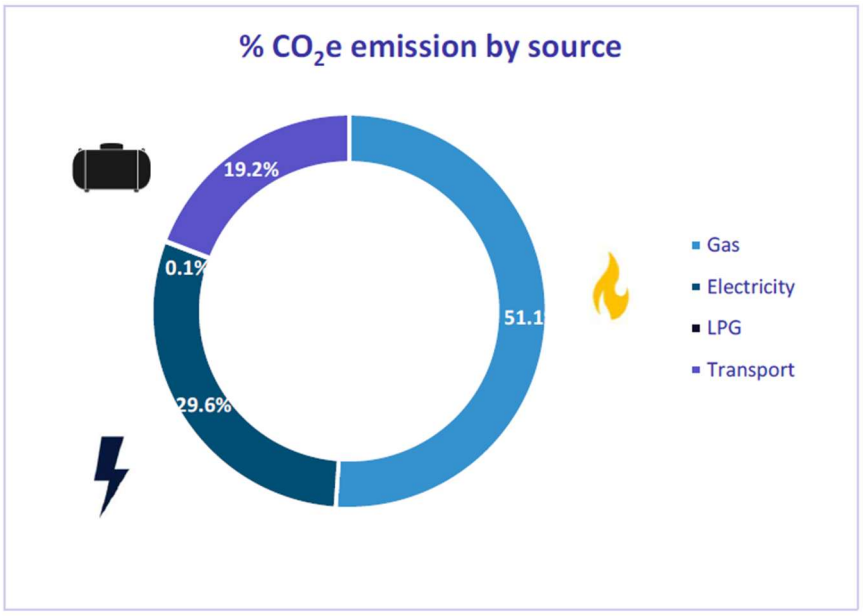


Figure 1: NAS's CO_2e emissions by source (gas, electricity, LPG, and transport).

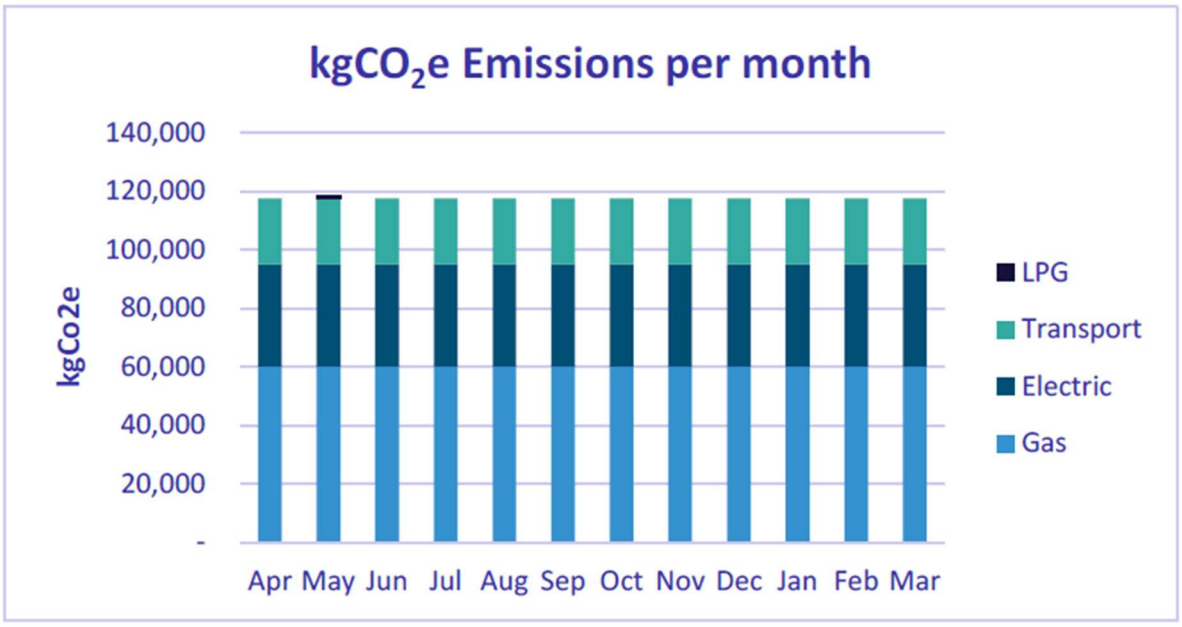


Figure 2: NAS's kgCO₂e emissions by source (LPG, transport, electricity and gas).

Figure 2 presents NAS's kgCO₂e monthly emissions. Electricity and natural gas emissions show no monthly variation, as detailed monthly consumption data was unavailable. The only variation relates to the timing of bulk LPG purchases. During NAS's financial year from April 2025 to March 2026, LPG purchases were recorded only in May 2025, with no further purchases during the reporting period. Overall, recorded LPG purchases decreased by 98% compared with the previous financial year.

Figure 3 compares NAS's annual energy consumption (kWh) across the two most recent reporting periods. While monthly consumption data was unavailable, the current reporting period is based on more robust annual data than the estimates used in the previous year. Compared with the previous reporting period, electricity consumption decreased by 29%, natural gas consumption by 36% and transport energy consumption by 22%. Overall, energy consumption decreased across all three reported areas.

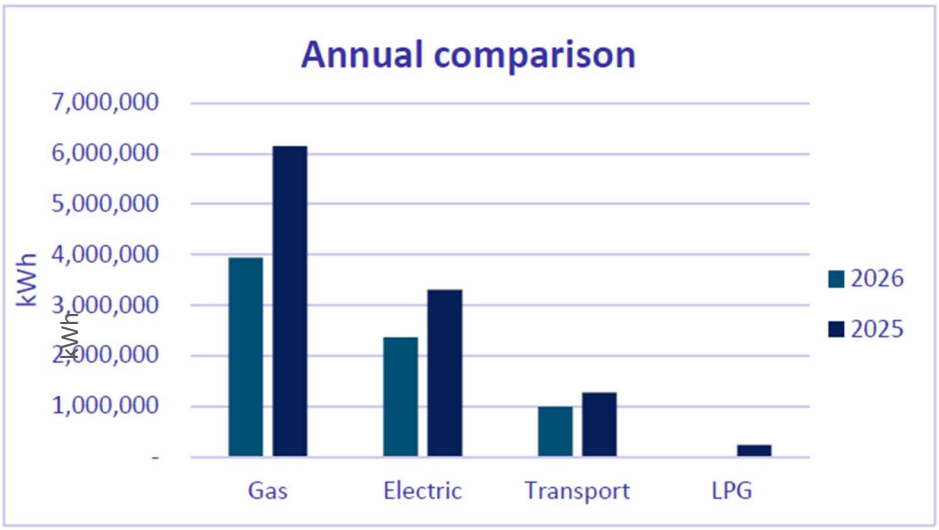


Figure 3: Comparison of NAS's annual energy consumption across recent reporting periods.

Intensity Metric

The intensity metric provides NAS with an indicator of carbon performance relative to its operational activity. Staff numbers[1] were used to calculate the intensity metric, resulting in an average of 535 $kgCO_2e$ per staff member. This metric is updated annually and shown in Table 2[2], with Figure 4 illustrating year-on-year performance. Compared with the previous reporting period, emissions intensity decreased by 240 $kgCO_2e$ per staff member, representing a 31% reduction.

Intensity metric		
Year	**2026**	**2025**
Number of staff	2,637	2,722
kgCO2e	1,410,210	2,109,422
kgCO2e/psm	535	775

Table 2: NAS's intensity metric, 2026 vs 2025.



Figure 4: NAS's operational intensity per staff member.

[1] Staff numbers for the reporting period include all staff employed during the reporting period including bank staff.

[2] This SECR report has been prepared using data provided by NAS. The accuracy and completeness of this report are therefore dependent on the information supplied by the client. Carbonbit has not conducted an independent audit or verified the underlying data. Therefore, this report does not constitute an audit and no audit trail has been utilised to verify the data provided. The findings, estimates and conclusions may be subject to change should additional or more accurate information become available.

National Autistic Society initiatives

This section summarises energy and carbon reduction initiatives implemented during the reporting period, together with those currently underway.

Portfolio reduction

Between April 2025 and March 2026, NAS vacated 9 sites. The resulting reduction in the occupied estate is likely to have contributed to the decrease in overall energy consumption and associated carbon emissions during the reporting period.

Fleet optimisation

NAS reduced its fleet by terminating the leases on three vehicles, contributing to lower fleet-related energy consumption, carbon emissions and associated costs.

NAS is working with its consultant, ERA, to develop and implement a fleet electrification strategy. Ten sites have been surveyed to assess their suitability for electric vehicle (EV) infrastructure and NAS is now progressing with plans for the installation of EV charging infrastructure at appropriate locations.

Energy data management

NAS is seeking to improve the accuracy, consistency and transparency of its energy data by strengthening its monitoring and reporting processes. This will include tracking month-on-month energy consumption across each site, enabling more effective identification of trends, anomalies and supporting the identification of energy efficiency opportunities.

Improved energy monitoring will support NAS in meeting its reporting obligations and wider sustainability objectives, while enabling more effective energy management. NAS is also working closely with its utility broker to facilitate the installation of smart meters across all properties, which will further improve the availability and reliability of energy consumption data.

Property upgrades

NAS has implemented a number of improvement projects across its estate to enhance energy efficiency and operational resilience. Key initiatives included:

- Boiler upgrades have been completed at three NAS properties: Pinecroft, Longford Court - Ty-Coed and Field View.
- Lighting upgrades have been completed at Longford Court, alongside the installation of 1,005 LED light fittings at Robert Ogden School.

NAS continues to explore opportunities to reduce energy consumption and associated carbon emissions. This will be supported by the forthcoming ESOS Phase 4 assessment, which will provide a further opportunity to identify and evaluate opportunities to improve energy performance and reduce carbon emissions across the estate.

Methodology

Energy sources

Scope 1 emissions are direct greenhouse gas emissions from sources owned or controlled by NAS, while Scope 2 emissions arise from the generation of purchased energy.

NAS is measuring both Scope 1 and Scope 2 emissions. The energy consumption data used to calculate these emissions was provided to Carbonbit by NAS.

Table 3 presents the breakdown of carbon emissions, with Scope 1 emissions accounting 70% of the total and Scope 2 emissions representing the remaining 30%

NAS is measuring the following emissions:

Scope 1: Emissions from leased vehicles and on-site gas consumption.

Scope 2: Emissions from electricity use.

	Scope 1	Scope 2	Total
tCO2e	992	418	1,410
%	70%	30%	100%

Table 3: NAS's carbon emissions by scope (Scope 1 and Scope 2).

Calculations

Table 4 presents the conversion factors applied to translate energy into emissions. These factors are taken from the 2025 greenhouse gas reporting factors published by the Department for Energy Security and Net Zero (DESNZ).

Intensity calculations	kWh	kgCO2e
Gas	-	0.1829
Electricity	-	0.177
LPG	7.259	0.2145
Petrol	1.13256	0.26473
Diesel	1.07644	0.27334

Table 4: Factors used for calculations to convert energy into carbon emissions.

Financial Review

It has been another challenging year, with continued pressure on staff and other costs, coupled with continuing local authority budget constraints. The in-year results of NAS Group show a net operating surplus of £1.3m, excluding actuarial gains on pensions schemes. In 2024/25, the NAS Group generated an operating surplus of £4.5m, predominantly due to the receipt of an abnormally large legacy and donation with a combined total of £4.8m.

The challenge to recruit and retain sufficient and appropriate staff remains key, as does the need for local authorities to recognise the increase in our costs and renegotiate fees for these services. During the year, we experienced particular difficulties with staff recruitment and retention such that there was an increase in the cost of agency staff from £5.8m in 2024/25 to £7.3m in 2025/26.

Unrestricted reserves (excluding fixed assets) have decreased from £5.7m to £5.4m during the year. The unrestricted free reserves exclude the reserve designated for long-term capital financing to acquire fixed assets. Our free reserves are £4.6m. The Trustees have chosen to designate funds of £0.8m to fund the continuing development work of the Autism Education Trust, and also £8.5m to fund the future capital investment.

The Trustees are confident that, after review of our income and expenditure projections and reserves, the National Autistic Society can continue to be able to provide much-needed support to our beneficiaries.

Financial highlights

NAS Group
Total income was £99.5m, a decrease of £2.5m from 2024/25. The decrease is due to an abnormally large legacy and donation received last year amounting to £4.8m. Expenditure increased slightly from £97.6m to £98.2m.

Fee income continues to be derived mainly from statutory bodies in relation to the delivery of services; this proportion increased slightly in year to 83% (2024/25: 79%) of our total income.

Overall, voluntary income decreased by £4.4m to £7.8m, primarily accounted for by the large legacy and donation received in 2024/25.

Expenditure on raising funds increased to £2.9m (2024/25: £2.5m) and therefore the net contribution to voluntary income decreased to £5.0m (2024/25: £9.8m).

Cash increased by £6.4m to £18.1m (2024/25: £11.7m). This is due to income from the sale of Somerset Court and our offices at City Road, and ongoing liquidation of our stake in the Birchley legacy. These proceeds are designated specifically for investing in capital projects.

Debtors decreased by £1.1m to £12.1m (2024/25: £13.2m).

Creditors decreased by £1.3m to £16.9m (2024/25: £18.2m).

Investment income reduced to £339k (2024/25: £614k).

Staff costs accounted for 76% of our overall costs, a slight increase from 73% last year. The National Autistic Society has adopted the strategy of paying the living wage from April 2026.

We purchased fixed assets valued at £3.6m (2024/25: £4.5m) in the year. This was primarily for improvements to properties in which our services are provided.

Designated funds other than Fixed Assets are set at £9.8m (2024/25: £3.8m), which is deemed acceptable for the Autism Education Trust development and planned capital projects.

The value of our LGPS pension deficit remained at £nil in the year.

NAS Services Ltd
NAS Services Ltd is the trading arm of the National Autistic Society through which it delivers the majority of its welfare and education services. It is funded through fee income received from providing statutory services to autistic children and adults.

Turnover increased to £66.7m from £65m due primarily to fee income increases. We continue to work with funding authorities to negotiate uplifts to meet the increasing costs of providing services.

£59.2m (2024/25: £58.8m) was spent supporting autistic children and adults in our schools and services.

Pressure from local authorities seeking to reduce costs remains a major continuing challenge for the company. Given that we continue to operate in a period of austerity and challenge, the directors consider the results for the year and the position at the year-end to be satisfactory and in line with their expectations.

All profits are passed to the National Autistic Society as the parent company by means of a gift aid payment. Reserves consist of the retained share capital of £2.

Autism UK Ltd
Autism UK Ltd is the subsidiary through which we trade Christmas cards and sponsorship of conferences and events.

Turnover decreased from £75k to £24k mainly due to decreased sponsorship.

Costs decreased to £20k (2024/25: £29k).

All profits are passed to the National Autistic Society as the parent company by means of a gift aid payment. Reserves consist of the retained share capital of £2.

Fundraising practices

The charity takes a diversified approach to fundraising, generating voluntary income from individual donors, fundraisers, companies, trusts and foundations and from statutory bodies. We use several different channels to communicate with our supporters, including mail, email, phone, text and social media.

The charity employs a number of professional fundraisers directly and uses agencies in respect of payroll giving, telemarketing, plus online giving and sponsorship sites such as JustGiving.

The charity subscribes to the Fundraising Regulator, including the Fundraising Preference Service, and we are also signed up to the Telephone Preference Service. Our lotteries and raffles are regulated by the Gambling Commission. We adhere to the Chartered Institute of Fundraising 'treating donors fairly' guidance, and we are actively participating members of the Chartered Institute of Fundraising compliance directorate and the Fundraising Regulator code of fundraising practice. All of our standard training for new starters and refresher training includes information on protecting vulnerable people.

No failures have been reported in respect of industry-recognised fundraising standards in 2025-26. Since its inception in 2017 up to 31 March 2026, the charity has received – and acted upon – 21 suppression requests from the Fundraising Preference Service, none of which were received in the year to 31 March 2026. We monitor all agencies on a regular basis, including listening to a selection of telemarketing calls. During campaigns, we listen to calls on a weekly basis.

During the year, the charity received six complaints related to fundraising practice or products. All of these complaints were were received, investigated and resolved by the Supporter Care team.

A fundraising audit was completed in 2025-26 to improve processes and compliance around fundraising in schools, services and branches.

£271k expenditure was incurred in initiatives to increase future fundraised income. This is the second tranche of a five-year programme over which period a total investment of £1.4m is expected to generate £6.3m incremental income.

Pay policy

Pay is set at the point of appointment based on a job evaluation, comparable market benchmark and the charity's financial parameters. We remain committed to becoming a market median payer, and future compensation strategies will aim to achieve this within the boundaries outlined.

Following on from appointments, any increase in remuneration is considered based on the following context:

- performance and contribution measured against business priorities
- contractual and statutory obligations (eg teachers' terms/equal pay)
- comparable market benchmark
- alignment with the charity's pay mechanism and cycle
- alignment with the charity's pay priorities at the given time
- affordability within the charity's financial parameters.

We benchmark salaries using a range of market data sources to make sure our pay remains fair and competitive. Our aim is generally to position pay around the median of the charity sector and the lower quartile of general industry, excluding financial services. We use data from Brightmine, alongside other salary surveys, market intelligence and other economic indicators to understand pay trends and changes in the market. This helps us make informed decisions about pay levels, balancing our need to attract and retain talented people with the financial responsibilities of being a charity.

A paper is prepared and submitted directly to the Chair each year with information around market changes, salary benchmarking and options/recommendations for ELT and CEO remuneration. The Chair takes this to the Remuneration Committee, which meets on an ad-hoc basis, who are responsible for setting and approving ELT and CEO remuneration and any changes. The Chair communicates the outcome to HR each year alongside a copy of the minutes.

Investment policy

Investment return and adequacy against policy

In order that the Society has cash readily available to meet working capital and other needs, the Trustees continue to adopt a cautious policy to maintain diversified cash deposits rather than to invest in stocks, shares, property or other investment products.

As per the amended policy agreed in 2012/13 and regularly reviewed, the Trustees have agreed that £4m could be deposited in one-year bonds, funds could also be deposited in notice accounts, short-term deposit accounts or three to six month bonds with a £5m maximum investment in any one institution rated A1 or better. This policy remained in place during 2025/26.

As at March 2026, the Society had £3m in an instant access fixed rate deposit and a further £14.7m held in interest bearing current accounts.

Investments carried on the balance sheet relate to NAS' interest in two trusts which constitute a legacy recorded during the year. The Trusts comprise various assets and are administered by a firm of solicitors on behalf of the legator's estate. The Trusts were initially recorded at probate value. Income from the various component assets is recorded as it arises. The Trust assets are being liquidated and the carrying value is reduced as cash distributions are received from the administrators.

Reserves policy

Trustees review reserve levels as part of their review of the financial performance of the Society throughout the year as well as an annual review as part of the strategic planning process.

Note 15 to the accounts provides more details on our designated funds.

The general reserves figure of £4.6m is regarded as being the charity's level of free reserves. In calculating the balance the figure does not include any fixed assets or designated funds held. As explained further below, the balance also does not include the charity's LGPS pension liability as determined under FRS102 on the grounds that the liability, which is assessed by an actuary, is not in total immediately repayable with plans for meeting the deficit over a long period in place.

The balance on general reserves has decreased by £49k in the year.

The Trustees had previously considered that a range of between £4.5m and £9m is a reasonable level of free reserves for this and next financial year whilst it moves forward with its strategic review of its operations.

Reserves held at 31 March	**2026 £000**	**2025 £000**	**2024 £000**
Total reserves	35,158	34,972	29,556
Restricted & Designated:			
Restricted Reserves	(4,564)	(4,429)	(2,690)
General Funds – designated	(9,775)	(3,777)	(1,520)
Designated Funds – Fixed Assets	(16,213)	(22,111)	(21,092)
Pension	-	-	1,792
Free Reserves	**4,606**	**4,655**	**6,046**

Principal risks and uncertainties

The Board of Trustees fully recognises its responsibility for the management of risk.

The Executive Leadership Team (ELT) is charged with identifying, assessing and monitoring the major risks (based on likelihood of occurrence and potential impact) faced by the charity. Key, new and emerging risks are formally discussed and reviewed on a monthly basis by ELT.

The Audit and Risk Committee, which reports directly into the main Board of Trustees, examines and monitors the effectiveness of risk management, providing challenge to ELT members where control measures require strengthening. This committee involves Trustees, and other senior managers, including the Head of Internal Audit and Risk.

In addition, the other main committees – Finance, Quality and Assurance, People and Schools Governance − are charged with monitoring and reviewing the risks and mitigation activities associated with their areas of responsibility.

During the year, the Audit and Risk Committee has continued to maintain a close overview of management's implementation of departmental and interdepartmental action plans to mitigate the risks considered to have high levels of both likelihood and impact. We have conducted a 'blank sheet of paper' top level risk identification and assessment exercise with Trustees and senior management to ensure we continue to actively manage our critical strategic risks and that Trustees and management attention is focused appropriately.

The Board of Trustees as a body reviews the risk register on a quarterly basis and is able to confirm that the major risks to which the charity is exposed continue to be properly identified and closely monitored, and that appropriate control measures are in place and under regular review in order to manage those risks.

The Society has identified the following risks:

- Financial: Pressure remains on contracted and voluntary income streams and financial sustainability depends significantly on contracted service income keeping pace with the cost of delivery. Looking forward, the 2026 Schools White Paper introduces a new funding risk for our four independent schools; we continue to work to influence decision-makers in government to reduce the impact of the proposed changes. We are in the process of commissioning a full condition survey on our property portfolio, after which we can bring our holding values up to date. The Board, supported by its subcommittees, monitors in-year business performance and the medium and longer-term financial risks and opportunities, weighing up the need to manage costs tightly within available income against ensuring appropriate investment in improving and developing our offer to beneficiaries to best meet their needs. We continue to look to optimise and diversify our income streams and manage costs across our diverse business activities.

- Safeguarding: Maintaining the safety, quality of life and wellbeing of the people we support in Adult Services, Schools and our network of volunteer-led branches is a fundamental duty of the Charity. The recent restructuring of our Adult Services has raised the challenge of maintaining high standards of care and support through a significant period of change. A comprehensive framework of safeguarding policies and procedures are in place; these are backed up by a team of safeguarding advisors working within the organisation, a schedule of internal care audits and mandatory training. The introduction of a digitalized care system in concurrence with an incident, compliance and risk management application in our adult services has given us the opportunity to more effectively monitor the quality of care and support to our beneficiaries and target actions to drive forward improvements. The Independent Safeguarding Board (ISB) is in place to provide the Board with assurance that safeguarding controls are fit for purpose and are appropriately complied with.

- Legal and Regulatory: We are subject to different care regulation regimes and regulators in each of the four countries of the United Kingdom where we operate. We are also subject to sperate regulatory requirements in our schools. Our ability to operate is dependent on our ability to comply with the regulatory regimes within which we operate. Additionally, we hold significant quantities of personal data of people we support which we need to maintain in accordance with UK data protection regulations. The introduction of our digitized incident compliance and risk management platform, supported by compliance checks, audits and training provides a robust framework to manage this risk.

- Reputational: A major safeguarding or legal and regulatory event, or a coalescence of events could have significant reputational consequences which could adversely impact our ability to fundraise, contract with commissioners or attract and retain staff. We aim to reduce as far as possible the likelihood of these events occurring but also meet regularly at executive level to identify emerging reputation risks and prepare coordinated responses.

- Operational: There has been an increased focus on ensuring there is a sufficient substantive, experienced and skilled workforce across all services and a concentrated effort on reducing the use of agency staff to drive up the quality of care and support for our beneficiaries. Staff turnover remains a key risk, and we are working to identify and address the root causes of this. We continue to experience challenges in recruiting in a competitive market which has been reduced as a result of UK immigration reforms.

- Operational: We work closely with stakeholders, including autistic people who receive our services, as well as those who fund these services, to ensure that our activities are structured accordingly. In addition, we recognise the challenges of new technology and the different ways of communicating and processing transactions. The increasing risk related to cyber activities, including taking opportunities offered by artificial intelligence whilst mitigating potential exposures, is managed proactively within the organisation. We have effective measures in place to identify and address identified cyber security risk.

The Trustees have considered whether there are any factors likely to affect the financial performance or position of the charity going forward and have identified that we, along with many other charities, must continue to closely analyse the impact of the care sector crisis.

The Society has in place a well-established system of internal controls that govern its operations. These controls have been designed to provide a reasonable assurance against risk. The internal audit function evaluates the adequacy and effectiveness of controls across our activities.

Going concern

The Trustees consider that the current target range for free reserves as outlined in the reserves policy (£4.5m–£9m) remains appropriate and realistic and take the view that the level of risk reserve and cash held is acceptable given the economic climate in which the charity is operating. The Trustees have a reasonable expectation that there are adequate resources to continue in operational existence for the foreseeable future. As shown in our accounts, our cash position continues to demonstrate that we are able to fund our revenue expenditure including the annual pension contributions. We also hold a number of fixed assets which could be disposed of to mitigate any larger, long-term risks.

The Board of Trustees has reviewed budgets and forecasts to March 2029, more than 12 months from the date the accounts are approved, which consider the charity's activities, financial position and risk management policies together with likely factors affecting future development including environmental factors such as the increase in staffing costs and the level of inflation including utility costs. Forecasts have been prepared for a range of scenarios and the Trustees have considered in-depth the scenario which they believe will most likely occur.

The Board has concluded that the existing levels of free reserves and available cash, coupled with the strategic review of operations and risk-based controls, are sufficient to ensure the National Autistic Society has the resources to continue operating as a going concern. In our highest risk area, the delivery of our adult social care operations, a service-by-service turnaround plan addressing those services with reduced financial viability is underway and regularly monitored by the Board. Additionally, as part of the forecasting exercise, the Board has identified further opportunities to realise surplus assets which will further strengthen the financial position if needed during the period of turnaround in adult services or if they believe the most likely scenario is at risk. On this basis, the Board has concluded that there are no material uncertainties surrounding the National Autistic Society's ability to continue as a going concern for the foreseeable future and the accounts have been prepared on that basis.

Pensions and FRS102

When reviewing the charity's risks and appropriate level of reserves required, the Trustees also take into consideration the impact of its pension liability as determined under FRS102.

The actuarial valuation of the Somerset Council Pension Fund shows an actuarial surplus of £1.1m which has increased from £0.9m in 2024/25.

The actuarial valuation of the London Borough of Brent Pension Fund shows an actuarial surplus of £3.9m which has increased from £2.3m in 2024/25.

Neither of these actuarial surpluses have been reflected in the accounts either this year or last year as it is not considered possible that they can be realised in the foreseeable future and so no asset has been recorded.

The movements in prior years demonstrate the volatility of this surplus which is largely due to the changing conditions in financial markets and inflation assumptions which are outside our control.

The Brent scheme was closed to new accruals as at 31 March 2022, in November 2023 we completed a Debt Deferral Agreement which allows the National Autistic Society to settle the residual debt by a series of annual payments, which were fixed at £892k until the year ended 31st March 2026.

Note 21 to the accounts details the impact of the FRS102 pension adjustments to our charity's financial position.

Summary of the effects of changes in the pension funds on reserves	**2026 £m**	**2025 £m**	**2024 £m**	**2023 £m**	**2022 £m**	**2021 £m**
Restricted Reserves excluding NAS Academies Trust	4.6	4.4	2.7	3.0	2.8	2.5
Restricted Funds NAS Academies Trust	-	-	-	-	19.8	19.9
Unrestricted reserves before Pensions Fund deficit	30.6	30.5	28.7	29.8	34.0	33.2
FRS 102 opening deficit on pension funds	-	(1.8)	(3.8)	(15.2)	(19.5)	(14.5)
Change in FRS 102 Pensions deficit in year	-	1.8	2.0	11.4	4.3	(5.0)
Reported total reserves as per Balance Sheet	35.2	35.0	29.6	29.0	41.4	36.1

Directors' Duties

The directors of the charity consider that they have fulfilled their duties in accordance with section 172(1) of the UK *Companies Act 2006* and have acted in a way which is most likely to promote the success of the Group for the benefit of its stakeholders as a whole.

As a charitable company limited by guarantee, we recognise the need to act fairly as between the charity's members. The Trustees consider members' interests and views when making decisions, while acting in the best interests of the charity and its beneficiaries as a whole.

When making decisions, the Trustees and their delegated bodies review both the immediate and longer-term implications of the decision and look to balance financial and compliance considerations with the need to deliver our mission to the benefit of autistic people and families. In particular, they consider:

- **Impact on employees**
  Our charity fulfils its objectives through the work of our employees and volunteers. Our staff and volunteers' knowledge, skills and dedication to our mission plays a major role in our success. We take seriously our duties to keep our staff safe and care for their wellbeing. From the start of the coronavirus pandemic, we have required all staff who can work from home to do so to maintain their safety and wellbeing. We regularly review the support we provide to employees and make improvements where appropriate. We have a series of local and national staff forums to allow managers to hear employees' concerns directly, including a specific autistic colleagues forum. A member of the Board of Trustees acts as a link between the national staff forum and the Board. We also run regular staff and volunteer surveys to make sure that Trustees are aware of staff experiences. The findings include analysis of the specific experiences of autistic staff and volunteers. We use a variety of channels to communicate with colleagues, including email, e-newsletters and Viva Engage.

- **The people we support**
  Our charity exists to benefit autistic people and families, and maximising benefit is therefore our number one priority. We have different interactions with people we support across our schools, social care services, information, advice and peer support services. In schools and social care services, we tailor people's education, support and care to their individual needs. In our social care services, we run Service Advisory Groups so that people's collective experiences are understood by managers and changes can be made to benefit people using the services.

  We regularly consult people using our advice, information, employment and peer support services to understand their needs and challenges and allow us to improve the design of those services around what people want. Reports of people's experiences using these services are shared with Trustees.

- **Our suppliers**
  We recognise the crucial part our suppliers and partners play in ensuring we are able to operate, deliver our plans and meet the needs of our beneficiaries. We work closely to ensure our relationships with our key partners are managed appropriately, from planning long-term collaborations to payment terms and communication.

- **Community and environment**
  When planning our activities, we work closely with all key stakeholders, particularly our beneficiaries, to ensure that our work helps to make society work for autistic people. We regularly conduct the largest surveys of autistic people and families in the UK and our findings drive our programme planning, alongside input from our volunteer-run branches, members and staff.

  Many of our activities, particularly our schools, adult services and branches, are an integral part of their local communities, from providing localised advice to supporting professionals locally and facilitating community events in our buildings.

Structure, governance and management

Our constitutional structure

The National Autistic Society (NAS) is a registered charity in England and Wales (No 269425) as well as in Scotland (No SC039427) and a company (No 01205298) limited by guarantee. The National Autistic Society operates under our Articles of Association as adopted by the members on 30 November 2024.

The services that we provide in Scotland, Wales and Northern Ireland are managed from local offices that use the working names NAS Scotland, NAS Cymru and NAS Northern Ireland.

We are a membership organisation, with 13,569 memberships and 16,516 voting members, some memberships are joint which have two voting members. Members can contribute to the work and success of our charity in many ways, by leading a local branch, by contributing their experiences through surveys and consultations, by fundraising at a local level and by spreading information about autism. Members who want to be active in their local area can join or set up a branch, operating under the name and charity number of the parent body. As at 31 March 2026, there were 60 branches across the UK (2025: 82).

The National Autistic Society owns a number of subsidiary companies, of which two are currently active: NAS Services Limited through which we provide child and adult services and Autism UK Limited through which we trade Christmas cards, merchandise and sponsorship of conferences and events.

A list of all subsidiary companies is shown within the notes to the accounts. Strike-off applications for all of the dormant companies were made before the year end and the companies were dissolved in July 2026.

Charitable objects and public benefit

Our formal objects are: "the development, delivery and promotion of the education, health, welfare, care and support of autistic people and of people with related conditions ("autistic people")."

The Trustees confirm that they have had due regard to the duty in Section 17(5) of the Charities Act 2011 by referring to the Charity Commission's general guidance on public benefit when reviewing the aim and objectives of the Society and in planning its future activities.

The opportunity to benefit is not restricted by any constraint other than our capacity to provide an activity or service in a particular geographical location. It is not restricted by gender either. The education and care services we provide are outside the funding capacity of all but a very few families. Those fees are almost invariably fully paid, directly or indirectly, by the state.

Under the law of Scotland, the National Autistic Society is established for the public benefit through:

- advancement of education
- advancement of health
- relief of those in need through age, ill health or disability.

These activities are either provided for the benefit of autistic people directly or indirectly through supporting their parents, carers or advocates.

Consulting with members

The charity consults with its members on a regular basis in order to keep abreast of those issues and topics that are most important to them, prioritising its campaigns and activities accordingly.

National Autistic Society branches support individuals and families affected by autism on a daily basis and their experiences are fed back to inform the charity's work. This helps to ensure that the organisation continues to be focused and relevant.

The Board of Trustees

Our Trustees have ultimate responsibility for directing our charity, ensuring that it is solvent, well-run and delivering the charitable outcomes for the benefit of the public for which it has been set up. The Trustees elect from their number the Chair of Trustees and, if they choose, one or more Vice Chairs.

Board vacancies are advertised with potential candidates being interviewed by a small panel of Trustees, which includes the Chair.

In addition, candidates are interviewed by a panel of autistic people who provide advice and recommendations to the Trustees' panel. Appointments are confirmed by the full Board and are subject to retrospective ratification by the membership at the next AGM.

The Board seeks to ensure a good mix of experience and expertise, covering commercial business, local government management, secondary and further education, special needs teaching, marketing, accountancy, organisational and financial management and of course, personal and family experience of autism.

Trustees hold office for a term of three years and may stand for re-election provided they do not serve for longer than six years in aggregate (nine years if serving as the Chair of Trustees or Chair of a Board Committee).

The Board of Trustees also appoints the Chief Executive, who is accountable to the Trustees for the day-to-day management of the charity, and for implementing strategic policy approved by the Trustees. The Chief Executive is salaried and is not a Trustee. No Trustee has any financial interest in the charity or in its subsidiary companies. No Trustee receives any remuneration for his or her services as a Trustee, but may be reimbursed for reasonable and necessary expenses.

Trustees meet formally as a body at least four times a year but all Trustees are also involved in one or more standing Board committees, each of which meets several times a year. Trustees may also attend general meetings of members (all Trustees must be subscribing members of the charity). All Trustees submit to an enhanced disclosure check from the Disclosure and Barring Service on being elected and this is refreshed periodically while they remain a Trustee.

Trustee induction and training

All Trustees undergo an induction process, the aim of which is to give them an understanding of their role and responsibilities as Trustees. These include an understanding of the Code of Governance and Trustees' responsibility for safeguarding and risk management.

Terms of reference for the various Board committees are also supplied, together with an explanation of the structure of the National Autistic Society and the roles of senior management.

Specific induction programmes are tailored to match the experience of individual Trustees but will generally include briefing sessions with members of the Senior Management Team, visits to one or more of our schools and adult services and on occasion, external training in the roles and responsibilities of Trustees. Periodically, an audit of Trustees' skills and experience is undertaken and this helps the Chair, in discussion with individual Trustees, to identify further training that will enhance their contribution to the charity's governance.

Decision-making

Having approved the annual budget (reflecting the strategic plan), the Board of Trustees delegates policy implementation and day-to-day management to the Chief Executive. Outcomes are monitored through a structure of committees of Trustees acting under terms of reference delegated by the main Board. The Finance Committee acts on behalf of the Board to review staff pay and benefits, with the committee's recommendations being considered by the full Board. This committee also oversees the objectives, performance appraisals and succession planning of the Chief Executive and Executive Leadership Team.

It is the role of the individual committees to ensure that the Board of Trustees considers all constituent parts of the charity when making decisions and that funds are used to best meet the requirements of each beneficiary group.

The Board of Trustees meets at least four times a year to review finance and quality reports, discuss reports from committees and the Executive Leadership Team (ELT). The ELT, which comprises the Chief Executive Officer (CEO) and seven directors, meets at least fortnightly.

The Charity Code of Governance

The National Autistic Society Board of Trustees takes its governance responsibilities seriously and, as a large charity, aims to have a governance framework that is fit for purpose, compliant and efficient. The Board has established a solid foundation in governance in which all of its Trustees are clear about their roles and legal responsibilities, are committed to supporting the charity to deliver its objectives most effectively for its beneficiaries' benefit, and contribute to the charity's further development.

Following a substantial change of trustees due to terms of office coming to an end and others stepping down due to personal reasons, an independent governance review is being undertaken and will be presented to the Board in 2026/27. The Charity observes the Charity Governance Code in most aspects except where Trustees have given due consideration to exceptions, for example, the number of trustees on the Board.

Management of the charity

The activities of the National Autistic Society are managed by the Chief Executive, supported by an executive leadership team of five directors who lead the functional activities. These are: the Chief Operating Officer; the Managing Director of National Programmes; the Director, Assurance and Compliance; the Managing Director of Adult Services and the Managing Director of Education and Children's Services.

Diversity

We are committed to providing quality services, striving to ensure equal opportunities and diversity in employment and service delivery. This includes seeking to employ individuals based on their skills and talent and ensuring no one experiences prejudice as a result of a seen or hidden disability.

We are a Disability Confident employer and as part of our commitment to diversity, we are equally keen to ensure we continue to promote a strong connection with autistic people in all our recruitment and employment practices. We have strengthened the involvement of autistic people in staff recruitment and have reviewed our recruitment practices to make sure that we are as open as possible to autistic applicants. We continue to provide programmes for managers geared towards providing a better understanding of how to support individuals with a seen or hidden disability in the workplace.

We know that staff development and engagement are crucial to our organisation's future. A staff survey is undertaken on a regular basis and this helps to inform our priorities and policies to develop effective communications with our staff and to understand the key issues and priorities.

Our Autistic Colleagues Network continues to thrive. Open to any staff member who identifies as autistic, the network offers mutual support and regular meetings. Members also feed in their insight and experience to help shape our charity's internal and external projects and campaigns.

Honorary offices

The National Autistic Society benefits from a Royal Patron, a President and a number of Vice Presidents. Vice Presidents kindly give their time voluntarily to serve the charity in a range of important ways, from fundraising to raising awareness of our work.

Our Patron, Her Royal Highness The Duchess of Edinburgh, has supported the National Autistic Society with dedication for more than 20 years. We are deeply grateful for her continued commitment, shown this year as she joined us for our inaugural *Inclusive Futures* donor dinner in London and visited our new state-of-the-art autism centre in Randalstown, Northern Ireland. Her longstanding advocacy means so much to our community.

We also remain hugely grateful to our President, Jane Asher, for her commitment to our charity. Jane is a passionate advocate of our work and is always on hand to support – be it by hosting 'Starshine', our annual Christmas carol concert, or launching important new projects, such as 'In Our Words': an archive of the rich history of our charity.

Structure, governance and management

Key volunteers, staff and advisers

Patron: Her Royal Highness The Duchess of Edinburgh GCVO

President: Jane Asher

Chief Executive: Caroline Stevens – Resigned 11 September 2026

Vice Presidents

Elizabeth, Baroness Astor of Hever

Professor Simon Baron-Cohen

Colin Barrow CBE

Baroness Browning of Whimple

Peter Cullum CBE

Simon Cullum

Professor John Dickinson

David Downes

Sir Norman Lamb

Baron Touhig of Islwyn and Glansychan

Sir Robert Buckland KBE

Trustees

Dr Stephen Ladyman, Chair of Trustees

Olga Clayton

George Davidson – Resigned 21 November 2025

Sheila Norris – Resigned 16 October 2025

Helen Roberts – Resigned 9 June 2025

John Roscoe

Harry Wordsworth – Resigned 16 October 2026

Pamela Marsden

Rachel Bowden – Resigned 21 November 2025

Julian Scholefield – Resigned 21 November 2025

Alastair Gilmartin-Smith – Resigned 18 May 2026

Tracey Bowen-Lowe – Appointed 10 June 2025

Marc Hommel – Appointed 10 June 2025

Angharad Jackson – Appointed 10 June 2025

Kerrie Nash – Appointed 10 June 2025

Simon Duffy Thompson – Appointed 11 March 2026

Andrew Warren – Appointed 11 March 2026

James Roach – Appointed 11 March 2026

Charlotte Walker – Appointed 11 March 2026, Resigned 1 September 2026

Guy Van Dichele – Appointed 13 May 2026, Resigned 25 September 2026

Executive Leadership Team

Caroline Stevens, Chief Executive – Resigned 11 September 2026

Caroline Foster, Human Resources

Josh Fitzgerald, Education

Lesley Andrews, Assurance & Compliance

Paul Robinson, Acting Chief Operating Officer – Resigned 31 May 2026

Lisa Hughes, Acting Chief Operating Officer – Appointed 19 May 2026, Resigned 23 October 2026

Peter Watt, National Programmes

Candice York, Adult Services

Bankers

Barclays Bank PLC, One Churchill Place, London E14 5HP

Auditors

Buzzacott Audit LLP, 130 Wood Street, London EC2V 6DL

Solicitors

Hempsons LLP, 100 Wood Street, London EC2V 7AN

Trowers & Hamlins London, 3 Bunhill Row, London EC1Y 8YZ

Stone King LLP, Boundary House, 91 Charterhouse Street, London EC1M 6HR

Old Square Tax Chambers, 15 Old Square, Lincoln's Inn, London WC2A 3UE

Company Secretary

Bruce Thompson

Statement of Trustee' responsibilities

The Trustees (who are also directors of the National Autistic Society for the purposes of company law) are responsible for preparing the Trustees' Annual 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 charitable company and the group and of the incoming and application of resources, including the income and expenditure, of the charitable group for that period.

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 Statement of Recommended Practice Accounting and Reporting by Charities (SORP)
- make judgments and estimates that are reasonable and prudent
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company and the group will continue to operate.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's and the group's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and the group and enable them to ensure that the financial statements comply with the *Companies Act 2006*, the *Charity (Accounts and Reports) Regulations 2008*, the *Charities and Trustee Investment (Scotland) Act 2005* and *Charities Accounts (Scotland) Regulations 2006* (as amended) and the provisions of the charitable company's constitution.

They are also responsible for safeguarding the assets of the charitable company and the group, 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 charitable company's website.

Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

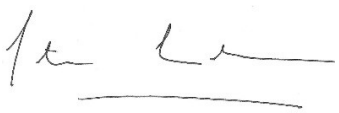
The following statements have been affirmed by each of the Trustees of the charitable company:

- so far as each Trustee is aware, there is no relevant audit information (that is, information needed by the company's auditors in connection with preparing their report) of which the company's auditors are unaware; and

Statement of Trustee' responsibilities

- each Trustee has taken all the steps that he/she ought to have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

This Directors Report, prepared under the *Charities Act 2011*, the *Companies Act 2006*, the *Charities and Trustee Investment (Scotland) Act 2005*, was approved by the Board of Trustees of the National Autistic Society on 28 October 2026 including in their capacity as company directors approving the Strategic Report contained therein, and is signed as authorised on its behalf by:



Dr Stephen Ladyman
Chair of the Board of Trustees

Independent Auditor's Report to the Members of National Autistic Society

Opinion
We have audited the financial statements of National Autistic Society ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2026 which comprise the Consolidated Statement of Financial Activities, Group and Charity Balance Sheets, Consolidated Statement of Cash Flows and notes to the financial statements, including principal 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 at 31 March 2026 and of the group's income and expenditure, for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- 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*.

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 and charitable parent company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and 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 or the group's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

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

Other information
The other information comprises the information included in the annual report, including the directors' report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. 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 course of 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 the 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 group and 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:

- adequate and proper accounting records have not been kept; or

- the financial statements are not in agreement with the accounting records and returns; or

- certain disclosures of Trustees' remuneration specified by law are not made; or

- we have not received all the information and explanations we require for our audit.

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

In preparing the financial statements, the Trustees are responsible for assessing the 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
We have been appointed as auditor under section 44(1)(c) of the *Charities and Trustee Investment (Scotland) Act 2005* and under the *Companies Act 2006* and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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 located 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. The laws and regulations we considered in this context were the *Companies Act 2006*, the *Charities Act 2011*, the *Charities and Trustee Investment (Scotland) Act 2005*, together with the Charities SORP (FRS 102).

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 fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were CQC Regulations for service providers and managers, taxation legislation, employment legislation and General Data Protection Regulation (GDPR).

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 identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing and recognition of contract income, recording the impact of CQC regulatory reviews 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, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and CQC, 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 and Trustees 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, the charitable company's members as a body and the charitable company's Trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Buzzacott Audit LLP

Hugh Swainson (Senior Statutory Auditor)
For and on behalf of Buzzacott Audit LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 29 October 2026

	Notes	Unrestricted funds £'000	Restricted funds £'000	**2026 Total funds £'000**	2025 Total funds £'000
Income & endowments from:					
Income from charitable activities					
Transforming lives:					
. Education		30,351	19	**30,370**	28,686
. Social and independent living support		51,578	114	**51,692**	51,338
. Other charitable activities		6,406	264	**6,670**	7,851
Changing attitudes:					
. Other charitable activities		390	-	**390**	100
Donations and legacies	1	5,699	2,129	**7,828**	12,253
Other trading activities	2	25	-	**25**	104
Investment income		339	-	**339**	614
Other Income		2,158	-	**2,158**	1,071
		96,946	2,526	**99,472**	102,017
Expenditure on:					
Raising funds		2,862	-	**2,862**	2,497
Expenditure on charitable activities					
Transforming lives					
. Education		27,457	299	**27,756**	25,760
. Social and independent living support		55,554	215	**55,769**	55,283
. Other charitable activities		8,464	1,590	**10,054**	12,421
Changing attitudes					
. Other charitable activities		1,471	287	**1,758**	1,594
Total	3	95,808	2,391	**98,199**	97,555
Net Income	4	1,138	135	**1,273**	4,462
Actuarial (losses) / gains on defined benefit pension scheme	20	(1,087)	-	**(1,087)**	954
Net movement in funds		51	135	**186**	5,416
Reconciliation of funds					
Total fund balances brought forward at 1 April 2025	13-15	30,543	4,429	**34,972**	29,556
Total fund balances carried forward at 31 March 2026	13-15	30,594	4,564	**35,158**	34,972

The net income for the financial year dealt within the financial statements of the Parent Company was £1,273k (2025: £4,462k).

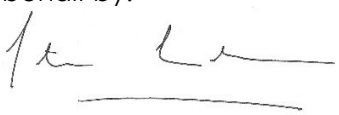
We have restated the 2025 figures as we have changed our methodology for analysing costs between our Charitable Activities in the current year to reflect the nature of the costs.

The notes on pages 63 to 89 form part of these financial statements.

	Notes	Group 2026 £'000	Group 2025 £'000	Charity 2026 £'000	Charity 2025 £'000
Fixed assets					
Tangible assets	5	**22,363**	27,408	**22,363**	27,408
Investments	6	**1,128**	2,428	**1,128**	2,428
		23,491	29,836	**23,491**	29,836
Current assets					
Stock		**153**	91	**149**	87
Debtors	8	**12,056**	13,190	**9,392**	8,455
Cash at bank and in hand		**18,071**	11,662	**18,071**	11,656
		30,280	24,943	**27,612**	20,198
Creditors: amounts falling due within one year	9	**13,578**	14,595	**10,910**	9,850
Net current assets		**16,702**	10,348	**16,702**	10,348
Total assets less current liabilities		**40,193**	40,184	**40,193**	40,184
Creditors: amounts falling due after more than one year	11	**3,310**	3,609	**3,310**	3,609
Provision for Dilapidations	11	**1,725**	1,603	**1,725**	1,603
Net assets excluding pension liabilities		**35,158**	34,972	**35,158**	34,972
Defined benefit pension scheme liabilities	20	**-**	-	**-**	-
Net assets including pension liabilities		**35,158**	34,972	**35,158**	34,972
Funds					
Restricted funds	13	**4,564**	4,429	**4,564**	4,429
Unrestricted funds:	14				
Designated funds – fixed assets		**16,213**	22,111	**16,213**	22,111
Designated funds – capital investment		**8,978**	2,700	**8,978**	2,700
Designated funds – other		**797**	1,077	**797**	1,077
General fund		**4,606**	4,655	**4,606**	4,655
Unrestricted funds excluding pension liabilities		**30,594**	30,543	**30,594**	30,543
Pension reserve	14	**-**	-	**-**	-
Unrestricted funds including pension liabilities		**30,594**	30,543	**30,594**	30,543
Total funds	15	**35,158**	34,972	**35,158**	34,972

The notes on pages 63 to 89 form part of these financial statements.

Approved by the Trustees and authorised for issue on 28 October 2026 and signed on their behalf by:



Dr Stephen Ladyman
Chair of the Board of Trustees

Company Number 01205298

	Notes	**2026 £'000**	2025 £'000
Net cash inflow from operating activities			
Net cash provided by (used in) operating activities	A	**1,466**	1,801
Net cash used in investing activities	B	**5,368**	(3,660)
Net cash used in financing activities	C	**(425)**	(425)
Decrease in cash in the year		**6,409**	(2,284)
Net cash resources at 1 April		**11,662**	13,946
Net cash resources at 31 March		**18,071**	11,662

A Reconciliation of net income to net cash inflow from operating activities

	2026 £'000	2025 £'000
Net income for the year (as per the statement of financial activities)	**1,273**	4,462
Adjusted for:		
Interest from investments	**(339)**	(486)
Non – cash investment gain	**-**	(128)
Interest payable on loan	**126**	136
Depreciation charges	**2,144**	1,314
(Gain) / loss on disposal of fixed assets	**(828)**	287
Non – cash legacy	**-**	(2,700)
(Increase) in stock	**(62)**	(12)
Decrease in debtors (excl. interest receivable)	**1,134**	917
(Decrease) in creditors	**(1,909)**	(1,595)
Increase in provisions	**122**	444
Pension net interest (income) / expense	**(213)**	32
Pension service and other costs	**18**	22
Pension deficit repayments	**-**	(892)
Net cash provided by operating activities	**1,466**	1,801

B Cash flows from investing activities

	2026 £'000	2025 £'000
Interest income on cash deposits	**339**	486
Purchases of property, plant and equipment	**(3,556)**	(4,546)
Disposal of investments	**1,300**	400
Proceeds from sale of fixed assets	**7,285**	-
Net cash provided by / used in acquiring assets	**5,029**	(4,146)
Net cash provided by / (used in) investing activities	**5,368**	(3,660)

C Cash flows from financing activities

	2026 £'000	2025 £'000
Repayment of NAS Enterprise Campus loan	**(299)**	(289)
Interest payable on loan	**(126)**	(136)
Net cash used in financing activities	**(425)**	(425)

D Analysis of cash and cash equivalents

	2026 £'000	2025 £'000
Cash in hand	**18,071**	11,662
Total cash and cash equivalents	**18,071**	11,662

E Analysis of changes in net debt

	At 1 April 2025 £'000	Cashflow £'000	Non-cash changes £'000	**At 31 March 2026 £'000**
Cash				
Cash at bank and in hand	11,662	6,409	-	**18,071**
Bank and other loans	(4,034)	425	(126)	**(3,735)**
Total	7,628	6,834	(126)	**14,336**

Company information
The company is a company limited by guarantee registered in England and Wales and registered as a charity in England and Wales and Scotland. The address of the registered office is Weston House, 42 Curtain Rd, London EC2A 3NH.

Accounting policies
The financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in accordance with the Financial Reporting Standard applicable in the UK FRS102 2019, the *Charities Act 2011*, the *Companies Act 2006* and applicable accounting standards.

National Autistic Society meets the definition of a public benefit entity under FRS102.

The charity has taken advantage of the exemptions available in FRS102 from the requirements to present a charity only cash flow statement and certain disclosures about the charity's financial instruments.

The financial statements are presented in pounds sterling and rounded to the nearest thousand pounds unless otherwise stated.

Going Concern
They have been prepared on a going concern basis as set out in the 'Going concern' section of the annual report.

The Trustees consider that the current target remains appropriate and realistic and take the view that the level of risk reserve and cash held is acceptable given the economic climate in which the charity is operating. The Trustees have a reasonable expectation that there are adequate resources to continue in operational existence for the foreseeable future. As shown in our accounts, our cash position continues to demonstrate that we are able to fund our revenue expenditure including the annual pension contributions. We also hold a number of fixed assets which could be disposed of to mitigate any larger, long-term risks.

The Board of Trustees has reviewed budgets and forecasts to March 2029 which consider the charity's activities, financial position and risk management policies together with likely factors affecting future development including environmental factors such as the increase in staffing costs and the level of inflation including utility costs. Forecasts have been prepared for a range of scenarios and the directors have considered in-depth the scenario which they believe will most likely occur.

The Board has concluded that the existing levels of free reserves and available cash, coupled with the strategic review of operations and risk-based controls, are sufficient to ensure the National Autistic Society has the resources to continue operating as a going concern. In our highest risk area, the delivery of our adult social care operations, a service-by-service turnaround plan addressing those services with reduced financial viability is underway and regularly monitored by the Board. Additionally, as part of the forecasting exercise, the Board has identified further opportunities to realise surplus assets which will further strengthen the financial position if needed during the period of turnaround in adult services or if they believe the most likely scenario is at risk.

On this basis, the Board has concluded that there are no material uncertainties surrounding the National Autistic Society's ability to continue as a going concern for the foreseeable future and the accounts have been prepared on that basis.

Basis of consolidation
The statement of financial activities (SOFA) and balance sheet consolidate the financial statements of the charity and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line-by-line basis. See notes 6 and 7 for further details.

No separate SOFA has been presented for the charity alone as permitted by Section 408 of the *Companies Act 2006*.

Material commitments of a capital nature are disclosed at the end of the year in the notes to the accounts. These are major contracts entered into by the charity on which liabilities are due in future years.

The charity carries out some activities through a national network of branches. As part of the charity, they use the same charity number, raise funds for both national and local activities and receive central support through advice and publicity materials. All branch transactions are accounted for gross in the accounts of the charity and all assets and liabilities, including cash retained in separate bank accounts are included in the charity's balance sheet.

Income
All income is recognised when the charity has entitlement to funds, any performance conditions have been met and it is probable that the income will be received and the amount can be measured with sufficient reliability.

The following accounting policies are applied to specific income streams:

Donations and legacies

Voluntary contributions
Donations and all other receipts from fundraising are reported gross and the related fundraising costs are reported in costs of generating funds.

Legacies
Legacies are accounted for when entitlement is taken, which is when probate has been granted, estate finalised and a notification from the executors that a distribution will be made or when it is received. Receipt wholly or in part is probable when amount can be measured reliably and notification has been received of intention to distribute.

Donated services or facilities
These are recognised as income when the charity has control over the term or conditions have been met and the economic benefit from the use by the charity is probable and can be measured reliably. Professional services and donated facilities are recognised on the basis of the gift to the charity which is the amount that the charity would have been willing to pay to obtain an equivalent economic benefit on the open market, a corresponding amount is then recognised as expenditure in the period of receipt.

Grants receivable

Grants receivable for revenue expenditure
Grants are recognised in the SOFA when the conditions for receipt have been met. Where a grant is performance related, i.e. linked to specific volumes of output, the grant income will be recognised to the extent that the service has been provided.

Grants without preconditions are recognised immediately in the SOFA.

Grants receivable for capital expenditure
Grants in respect of capital expenditure are recognised in the SOFA when receivable and not deferred. Once the capital asset is acquired, the asset is then used in line with the funder's requirements. Where the restriction remains, the asset is allocated to a restricted fund and shown as restricted capital reserves. The reserves are then reduced each year by the amount of the annual depreciation charge to the asset.

Contract income
Income from the provision of services under contract is recognised in the SOFA to the extent that the services have been provided. Where such income is invoiced or received in advance it is included in creditors as fees invoiced in advance and deferred income.

Expenditure
All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. This includes pension contributions, depreciation and deficits on disposals, direct costs of the charitable activities together with support costs that enable these activities to be undertaken. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on apportionment bases.

All expenditure is inclusive of irrecoverable VAT.

Expenditure on raising funds
Expenditure on raising funds includes the costs incurred by the fundraising team in raising voluntary income (donations, gifts, legacies and grants), costs incurred in connection with the purchase of Christmas cards for resale and the securing of sponsorship and investment management fees.

Charitable activities
The costs of charitable activities comprise all the resources applied by the charity in undertaking its work to meet its charitable objects as set out in the Trustees' report.

Grants payable
In some limited circumstances, grant funding is provided to third parties to undertake work that contributes to the charity's objectives. In such cases, the total cost of the activity includes both costs incurred directly by the charity and funding provided to third parties through grant-making activities. Grants payable are recognised when a constructive or legal obligation arises.

Governance
Governance costs represent expenditure incurred in compliance with constitutional and statutory requirements.

Funds

Restricted funds
These are funds which are to be used in furtherance of the objects of the charity but in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.

Unrestricted funds
These are funds which are expendable at the discretion of the Trustees in furtherance of the objects of the charity.

Designated funds
These are unrestricted funds that have been set aside by the Trustees for specific purposes. The aim and use of each designated fund is set out in the notes to the financial statements along with estimated timescales as to when the funds will be spent. Where a fund is created for a capital expenditure project, transfers are made out of this fund to the fixed asset designated fund when a fixed asset is purchased.

Transfers between funds
Where applicable, transfers between restricted and unrestricted funds are disclosed separately on the SOFA. Transfers between general unrestricted funds and designated funds are disclosed in the notes to the financial statements. Transfers arise from a number of circumstances, but most commonly:

- to transfer assets to and from the fixed asset designated fund;
- to transfer assets between other designated funds and the general fund;
- to transfer the value of fixed assets from restricted to unrestricted funds when the asset has been purchased from a restricted fund donation but the asset is held for a general and not a restricted purpose; and
- to transfer assets from unrestricted income funds to clear a deficit on a restricted fund.

Tangible fixed assets

Tangible fixed assets are stated at cost less depreciation to date, which is provided in equal instalments over the estimated useful lives of the assets. The financial threshold for capitalising an asset is £5,000.

No depreciation is charged on freehold land. The rates of depreciation applied to other assets are:

♦ Freehold properties	2%
♦ Leasehold properties	over the term of the lease
♦ Major refurbishment	5 - 20%
♦ Motor vehicles	25%
♦ Fixtures and office equipment	33%

Assets in the course of construction are included at cost. Depreciation on these assets is not charged until they are brought into use.

The condition and carrying value and, where appropriate, service potential, of the freehold and short term leasehold properties are evaluated for impairment on a regular basis. Where the carrying value of an asset is considered to be impaired, the asset is recognised at its recoverable amount which is calculated as the higher of the value in use or fair value less costs to sell.

Irrecoverable VAT

A significant amount of VAT is irrecoverable because the group has a mixture of activities which are zero and standard rated, exempt and outside the scope of VAT. The irrecoverable VAT is either allocated or apportioned to the relevant costs in the SOFA or included in fixed assets on the balance sheet.

Financial instruments

The National Autistic Society 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 amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors and accrued income. Financial liabilities held at amortised cost comprise bank loans and overdrafts, trade and other creditors and accruals.

Critical accounting judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, Trustees are required to make judgements, estimates, 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 ongoing 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.

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are described in the accounting policies and are summarised below:

Residuary legacies

The charity recognises residuary legacies once the estate has been finalised and a notification from the executors that a distribution will be made. Cases where the exact amount has not been finalised require an estimation of the amount receivable.

Pension liabilities

The charity has defined benefit pension schemes which involve a number of estimations as disclosed in the notes to the financial statements. When the funds are in a net liability position, the liability is recorded on the balance sheet. When the funds are in a net asset position, the charity recognises no asset or liability and incurs associated costs in the year to which they fall due.

Dilapidations provision
The charity has provided for its possible liability in relation to its leasehold properties.

Impairment
The charity recognises impairment on fixed assets when the carrying amount exceeds the recoverable amount. The recoverable amount is calculated as the higher of the value in use or fair value less costs to sell.

Pensions contributions

The charity operates both defined benefit and defined contribution pension schemes.

Defined contribution pension scheme
The charge to the SOFA is the contribution payable to the pension scheme in the relevant accounting period.

Defined benefit pension scheme
The costs of providing these benefits are assessed by a qualified actuary on a periodic basis and charged over the expected remaining service life of the current employees with the charity. Within the SOFA, the current and past service costs are recognised as part of the operational costs, interest costs and expected returns on assets are shown as part of finance income, the actuarial gains and losses are disclosed on the face of the SOFA.

Teachers' Pension Scheme
The National Autistic Society contributes to the Teachers' Pension Scheme (the TPS) at rates set by the TPS actuary and advised to Council by the TPS administrator. It is a multi-employer pension scheme and it is not possible to identify the assets and liabilities of the TPS which are attributable to the Charity. In accordance with FRS102 the TPS is therefore accounted for as a defined contribution scheme.

Related parties

In accordance with the provisions of FRS102, the charity discloses in the notes to the financial statements material transactions with related parties. See notes 7 and 19 for further details.

Operating leases

Rentals under operating leases are charged on a straight-line basis to the SOFA over the lease term, even where payments are not made on such a basis. Where incentives to sign an operating lease exist, these are spread on a straight-line basis over the lease term.

1 Donations and legacies

	Unrestricted funds £'000	Restricted funds £'000	**2026 Total funds £'000**	2025 Total funds £'000
Donations and gifts	5,212	1,445	**6,657**	8,094
Legacies	459	-	**459**	3,600
Grants – revenue	28	684	**712**	559
Total	5,699	2,129	**7,828**	12,253

	Unrestricted funds £'000	*Restricted funds £'000*	***2025 Total funds £'000***	*2024 Total funds £'000*
Donations and gifts	*4,435*	*3,659*	***8,094***	*5,740*
Legacies	*3,594*	*6*	***3,600***	*1,267*
Grants – revenue	*30*	*529*	***559***	*506*
Total	*8,059*	*4,194*	***12,253***	*7,513*

As per our policy, all notified legacies were reviewed to determine whether they should be accrued in the current year end. We reviewed our legacy pipeline and considered the accuracy of predicting the amount and timing of receipt and have recognised as revenue only when appropriate.

The Society benefits greatly from the involvement and support of its many volunteers who help with our campaigning, run our local branches and direct support programmes as well as our advisors and trustees. In accordance with FRS102 and the Charities SORP (FRS102), the economic contribution is not recognised in the accounts.

2 Other trading activities

	2026 Total funds £'000	2025 Total funds £'000
Income		
Sponsorships	**-**	50
Merchandising	**25**	54
Total	**25**	104
Expenditure		
Merchandising	**14**	20
Total	**14**	20

All other trading activities income was unrestricted in 2025 and 2026.

2 Other trading activities (continued)

	2025 Total funds £'000	*2024 Total funds £'000*
Income		
Sponsorships	*50*	*19*
Merchandising	*54*	*60*
Total	*104*	*79*
Expenditure		
Merchandising	*20*	*27*
Total	*20*	*27*

All other trading activities income was unrestricted in 2024 and 2025.

3 Analysis of expenditure

	Direct costs £'000	Support costs £'000	**2026 Total costs £'000**	2025 Total costs £'000
Expenditure on raising funds	2,862	-	**2,862**	2,497
Charitable expenditure				
Transforming lives:				
. Education	23,876	3,880	**27,756**	25,760
. Social and independent living support	47,431	8,338	**55,769**	55,283
. Other charitable activities	7,330	2,724	**10,054**	12,421
Changing attitudes				
. Other charitable activities	1,758	-	**1,758**	1,594
Total expenditure	**83,257**	**14,942**	**98,199**	97,555

3 Analysis of expenditure (continued)

	Direct costs £'000	*Support costs £'000*	***2025 Total costs £'000***	*2024 Total costs £'000*
Expenditure on raising funds	*2,497*	*-*	***2,497***	*1,769*
Charitable expenditure				
Transforming lives:				
. Education	*21,979*	*3,781*	***25,760***	*24,273*
. Social and independent living support	*46,789*	*8,494*	***55,283***	*58,332*
. Other charitable activities	*9,575*	*2,846*	***12,421***	*11,288*
Changing attitudes				
. Other charitable activities	*1,594*	*-*	***1,594***	*500*
Total expenditure	*82,434*	*15,121*	***97,555***	*96,162*

Support costs are made up of:

	Transforming lives: Education £'000	Transforming lives: Social and independent living support £'000	Transforming lives: Other charitable activities £'000	**2026 Total £'000**
Human resources	652	1,968	276	**2,896**
Information technology	1,049	1,877	1,113	**4,039**
Finance & business services	1,173	2,293	922	**4,388**
Chief executive, governance & quality assurance	695	1,322	294	**2,311**
Marketing & customer relations management	311	878	119	**1,308**
Total	3,880	8,338	2,724	**14,942**

3 Analysis of expenditure (continued)

	Transforming lives: Education £'000	*Transforming lives: Social and independent living support £'000*	*Transforming lives: Other charitable activities £'000*	***2025 Total £'000***
Human resources	*647*	*1,952*	*273*	***2,872***
Information technology	*970*	*1,783*	*1,078*	***3,831***
Finance & business services	*1,095*	*2,751*	*971*	***4,817***
Chief executive, governance & quality assurance	*770*	*1,193*	*416*	***2,379***
Marketing & customer relations management	*299*	*815*	*108*	***1,222***
Total	*3,781*	*8,494*	*2,846*	***15,121***

Governance cost included in support costs was £266k (2025: £296k).

Basis of allocation

Support costs are allocated as follows:

- Human resources and payroll is allocated on headcount.
- Offices services is allocated on utilisation of premises by individual areas of activity.
- Information technology is partly allocated on numbers of users.
- All other support costs are allocated as a percentage of income.

Governance cost analysis

	Unrestricted funds £'000	Restricted funds £'000	**2026 Total funds £'000**	2025 Total funds £'000
Company secretary	79	-	**79**	133
Internal audit	99	-	**99**	75
Meeting expenses	9	-	**9**	12
External audit	77	-	**77**	74
Trustees' expenses	2	-	**2**	2
Total	266	-	**266**	296

	Unrestricted funds £'000	*Restricted funds £'000*	***2025 Total funds £'000***	*2024 Total funds £'000*
Company secretary	*133*	*-*	***133***	*110*
Internal audit	*75*	*-*	***75***	*90*
Meeting expenses	*12*	*-*	***12***	*7*
External audit	*74*	*-*	***74***	*59*
Trustees' expenses	*2*	*-*	***2***	*1*
Total	*296*	*-*	***296***	*267*

4 Net income / (expenditure)

Net income / (expenditure) for the year is stated after charging:

	Group		**Charity**	
	2026 £'000	2025 £'000	**2026 £'000**	2025 £'000
Auditor's remuneration	**77**	74	**55**	68
Taxation, advisory & pension audit	**4**	4	**4**	4
Depreciation:				
Tangible fixed assets	**2,144**	1,315	**2,144**	1,315
Profit/loss on disposal of fixed assets:				
Profit / (loss) on disposal	**828**	(287)	**828**	(287)
Operating lease rentals:				
Rent payable on properties	**2,858**	2,887	**2,858**	2,887
Hire of equipment	**64**	114	**64**	114
Hire of vehicles	**536**	615	**536**	615

5 Tangible fixed assets applied for charity use – Group & Entity

	Land and buildings £'000	Long leasehold properties £'000	Short leasehold properties £'000	Major refurbishment £'000	Motor Vehicles £'000	Fixtures and office equipment £'000	Assets under construction £'000	**Total £'000**
Cost								
As at 1 April 2025	29,802	1,601	4,232	4,608	91	4,096	1,945	**46,375**
Additions	-	-	-	125	-	1,166	2,265	**3,556**
Disposals	(8,595)	-	-	(1,017)	-	(473)	-	**(10,085)**
Transfers	2,028	-	125	586	-	-	(2,739)	**-**
As at 31 March 2026	23,235	1,601	4,357	4,302	91	4,789	1,471	**39,846**
Accumulated depreciation								
As at 1 April 2025	8,808	528	3,795	2,887	91	2,858	-	**18,967**
Charge for year	930	32	109	319	-	754	-	**2,144**
Released on disposals	(2,448)	-	-	(933)	-	(247)	-	**(3,628)**
As at 31 March 2026	7,290	560	3,904	2,273	91	3,365	-	**17,483**
Net book value								
As at 1 April 2025	20,994	1,073	437	1,721	-	1,238	1,945	**27,408**
As at 31 March 2026	**15,945**	**1,041**	**453**	**2,029**	**-**	**1,424**	**1,471**	**22,363**

5 Tangible fixed assets applied for charity use – Group & Entity (continued)

The Trustees have considered the condition and value of the remaining freehold and short leasehold properties occupied by the charity and, in their opinion, the service potential remains unchanged and not impaired with the exception of Robert Ogden School, for which there is impairment of £500k included in depreciation above. In addition, there are no legal, maintenance or other restrictions which would prevent the charity using the properties for their current purposes or for the charity's purposes.

6 Investments

In November 2023 NAS was notified of a substantial legacy, comprising shares as co-beneficiary in two Trusts. The value and likely timing of realisation was determined during the year ended 31 March 2025 with sufficient precision for the legacy to be recorded as income. These assets are being liquidated over time. During the year an interim distribution was made to beneficiaries of which NAS' share was £1,300k (2025: £400k).

While it is NAS' intention to liquidate its interest in the Trusts, the timing of this is uncertain and so it is shown as a fixed, rather than current asset.

	Group 2026 £'000	**Charity 2026 £'000**
Balance as at 1 April 2025	**2,428**	**2,428**
Distribution received in the period	**(1,300)**	**(1,300)**
Balance as at 31 March 2026	**1,128**	**1,128**

In addition, the NAS Group comprises the following subsidiaries.

NAS Services Limited

The Society owns all of the share capital of NAS Services Limited, a company registered in England and Wales (No. 02757062), engaged in the provision of services.

	2026 £	2025 £
2 Ordinary £1 Shares	**2**	2

Autism UK Limited

The Society owns all of the share capital of Autism UK Limited, a company registered in England and Wales (No. 03133553), engaged in fundraising including Christmas card sales and promotional work.

	2026 £	2025 £
2 Ordinary £1 Shares	**2**	2

Other subsidiaries

In the year, the Society owned the entire share capital of the following dormant subsidiaries all registered in England and Wales. Strike-off applications for all of these were made before the year end and the companies were dissolved in July 2026.

		2026	2025
		£	£
Autistic Cards Ltd.	(No. 00888690)	**100**	100
Autism North West Ltd	(No. 03331914)	**2**	2
Ideas on Autism Ltd.	(No. 03902836)	**2**	2
NAS Network Ltd.	(No. 03270103)	**2**	2
Autism Scotland Ltd.	(No. 03775069)	**1**	1
Autism Wales Ltd.	(No. 03775081)	**1**	1
Action for Autism Ltd.	(No. 03775060)	**1**	1
		109	109

All of the above listed subsidiary companies were dormant throughout this period and had the same registered office as the parent.

7 Results of trading companies and parent charity

	The National Autistic Society 2026 £'000	The National Autistic Society 2025 £'000	**NAS Services Ltd 2026 £'000**	NAS Services Ltd 2025 £'000	**Autism UK Ltd 2026 £'000**	Autism UK Ltd 2025 £'000
Turnover	**32,730**	36,922	**66,718**	65,020	**24**	75
Gift aid income from subsidiaries	**7,557**	6,258	**-**	-	**-**	-
Operating charges	**(39,014)**	(38,718)	**(59,164)**	(58,808)	**(21)**	(29)
Surplus	**1,273**	4,462	**7,554**	6,212	**3**	46
Administration and other costs	**-**	-	**-**	-	**-**	-
Surplus before actuarial gains	**1,273**	4,462	**7,554**	6,212	**3**	46
Actuarial (losses) / gains on defined benefit pension schemes	**(1,087)**	954	**-**	-	**-**	-
Amount covenanted to the charity	**-**	-	**(7,554)**	(6,212)	**(3)**	(46)
Retained surplus for the year	**186**	5,416	**-**	-	**-**	-

The net current assets and share capital and reserves for both NAS Services Limited (company registered in England and Wales (No. 02757062)) and Autism UK Limited (company registered in England and Wales (No. 03133553)) as at 31 March 2026 were £2, representing the share capital in each company (2025: £2 for NAS Services Limited and £2 for Autism UK Limited). Both companies have the same registered office as the parent.

7 Results of trading companies and parent charity (continued)

All companies have an accounting year end of 31 March.

Transaction with subsidiaries
The transfer under gift aid of trading profits to the charity from its wholly owned subsidiaries NAS Services Ltd and Autism UK Ltd took place during the year.

	2026 £'000	2025 £'000
NAS Services Ltd	**7,554**	6,212
Autism UK Ltd	**3**	46

Amounts charged from NAS to NAS Services during the year were £60m (2025: £59m).

Amounts charged from NAS to Autism UK during the year were £1k (2025: £4k).

Amounts due from subsidiary undertakings at year end were as follows:

	2026 £'000	2025 £'000
NAS Services Ltd	**2,947**	1,575
Autism UK Ltd	**2**	6
Total	**2,949**	1,581

There were no other related party transactions.

8 Debtors

	Group		**Charity**	
	2026 £'000	2025 £'000	**2026 £'000**	2025 £'000
Trade debtors	**6,957**	8,177	**2,006**	2,286
Other debtors	**994**	1,229	**995**	1,230
Amounts due from group undertakings	**-**	-	**2,947**	1,581
Prepayments and accrued income	**4,105**	3,784	**3,444**	3,358
Total	**12,056**	13,190	**9,392**	8,455

9 Creditors: amounts falling due within one year

	Group		Charity	
	2026 £'000	2025 £'000	**2026 £'000**	2025 £'000
Loans repayable	**425**	425	**425**	425
Trade creditors	**1,591**	1,836	**1,587**	1,836
Other creditors	**1,984**	1,580	**488**	(939)
Taxation and social security	**1,107**	1,396	**1,107**	1,396
Accruals	**4,448**	4,104	**4,426**	4,098
Deferred fee income and grants	**2,345**	3,708	**1,199**	1,488
Deferred income other than fees	**1,678**	1,546	**1,678**	1,546
	13,578	14,595	**10,910**	9,850

We have restated the 2025 figures as we have changed our analysis of creditors in the current year to better reflect the nature of the balances.

10 Deferred income other than fees

Deferred income relates to advance booking on conferences, employment, diagnostic and EarlyBird training and income received in advance for deferred projects, both restricted and unrestricted.

	Group 2026 £'000	**Charity 2026 £'000**
Balance as at 1 April 2025	**1,546**	**1,546**
Amounts released in year	**(1,546)**	**(1,546)**
Amounts deferred in year	**1,678**	**1,678**
Balance as at 31 March 2026	**1,678**	**1,678**

	Group 2025 £'000	*Charity 2025 £'000*
Balance as at 1 April 2024	*1,943*	*1,943*
Amounts released in year	*(1,943)*	*(1,943)*
Amounts deferred in year	*1,546*	*1,546*
Balance as at 31 March 2025	*1,546*	*1,546*

11 Creditors: amounts falling due after more than one year

	Group		Charity	
	2026 £'000	2025 £'000	**2026 £'000**	2025 £'000
NAS Enterprise Campus loan (Note a)	**3,310**	3,609	**3,310**	3,609
Total	**3,310**	3,609	**3,310**	3,609

Note a

In July 2017, the charity purchased the NAS Enterprise Campus at Luxborough Lane, Chigwell for £6m plus £0.12m irrecoverable VAT, the purchase being funded by a loan from the National Westminster Bank (acting through its agent the Royal Bank of Scotland Plc) of £6m repayable over 10 years at a fixed rate of 3.26%, with a capital repayment holiday for the first year. The loan was originally secured on the City Road Offices, but from June 2022, Trustees elected to secure the loan against the Enterprise Campus. Guarantees in respect of all amounts owed by the charity to the lender were provided by the charity's active trading companies, NAS Services Limited and Autism UK Limited, their exposure being joint and several.

Dilapidations provision – Group and Charity

	2026 £'000	2025 £'000
At 1 April	1,603	1,159
Amounts provided for the year	325	479
Amounts released in the year	(203)	(35)
At 31 March	1,725	1,603

The dilapidations provision is recognised on a lease by lease basis and is based on the group's best estimate of the likely committed cash flow.

12 Loans

The loan shown in notes 9 and 11 is repayable as follows:

	Group		Charity	
NAS Enterprise Campus loan	**2026 £'000**	2025 £'000	**2026 £'000**	2025 £'000
Instalments falling due in less than one year	**425**	425	**425**	425
Instalments falling due between two & five years	**3,310**	3,609	**3,310**	3,609
Instalments falling due after five years	**-**	-	**-**	-
	3,735	4,034	**3,735**	4,034

We have restated the 2025 figures to reflect the timing of repayment of the loan.

13 Movement on restricted funds

	Balance at 1 April 2025 £'000	Income £'000	Expenditure £'000	Transfers £'000	**Balance at 31 March 2026 £'000**
Transforming lives					
. Education	412	253	(299)	-	**366**
. Social and independent living support	2,570	446	(215)	-	**2,801**
. Other charitable activities	1,437	1,520	(1,590)	-	**1,367**
Changing attitudes					
. Other charitable activities	10	307	(287)	-	**30**
Total	4,429	2,526	(2,391)	-	**4,564**

Social and independent living support includes a single fund of £2,600k (2025: £2,337k) in respect of donations received for the building of a day centre in Northern Ireland. No other individual fund is greater than £200k.

	Balance at 1 April 2024 £'000	*Income £'000*	*Expenditure £'000*	*Transfers £'000*	***Balance at 31 March 2025 £'000***
Transforming lives					
. Education	*429*	*341*	*(363)*	*5*	***412***
. Social and independent living support	*-*	*2,450*	*(202)*	*322*	***2,570***
. Other charitable activities	*2,084*	*1,723*	*(2,235)*	*(135)*	***1,437***
Changing attitudes					
. Other charitable activities	*177*	*225*	*(200)*	*(192)*	***10***
Total	*2,690*	*4,739*	*(3,000)*	*-*	***4,429***

14 Movement on unrestricted funds

	Balance at 1 April 2025 £'000	Income £'000	Expenditure £'000	Capital transfers £'000	Loan £'000	Actuarial gains £'000	Other transfers £'000	**Balance at 31 March 2026 £'000**
General fund	4,655	96,733	(95,790)	6,197	(299)	-	(6,890)	**4,606**
Designated funds:								
Fixed assets	22,111	-	-	(6,197)	299	-	-	**16,213**
Capital Investment Fund	2,700	-	-	-	-	-	6,278	**8,978**
Autism Education Trust	1,077	-	-	-	-	-	(280)	**797**
Total designated funds	25,888	-	-	(6,197)	299	-	5,998	**25,988**
Total unrestricted funds excl pension reserve	30,543	96,733	(95,790)	-	-	-	(892)	**30,594**
Pension reserve	-	213	(18)	-	-	(1,087)	892	**-**
Total unrestricted funds	30,543	96,946	(95,808)	-	-	(1,087)	-	**30,594**

Capital transfers – These are amounts transferred to the fixed asset designated fund from general reserves to match expenditure on new fixed assets offset by amounts transferred out of the fixed asset designated fund to general reserves related to disposals of fixed assets.

Other transfers – These are amounts transferred from general reserves or other designated funds to match expenditure on projects as defined by the board and senior management team.

14 Movement on unrestricted funds (continued)

Purpose of designated funds

Fixed assets – To identify net funds held as fixed assets (net of long-term loans used to finance fixed assets) used in the charity's operations which are not therefore available to fund short-term expenditure.

Capital Investment Fund – To allocate exceptional gains and proceeds from asset sales to finance future major capital projects, the next one being Robert Ogden School. A decision will be taken in 2027 as to whether to move to RIBA stage 4 and therefore commit to the new build, which is expected to take c. 3 years in total.

Autism Education Trust – To fund the continuing development of the work of the Autism Education Trust in addition to that funded by the DfE. It is likely that this fund will be fully utilised in the next 18-24 months.

Pension reserve – Represents the theoretical net deficit on the defined benefit pension schemes as calculated using FRS102 methodology. See note 21 for further details.

14 On Movement on unrestricted funds (continued)

	Balance at 1 April 2024 £'000	*Income £'000*	*Expenditure £'000*	*Capital transfers £'000*	*Loan £'000*	*Actuarial gains £'000*	*Other transfers £'000*	***Balance at 31 March 2025 £'000***
General fund	*6,046*	*97,278*	*(94,501)*	*(1,309)*	*290*	*-*	*(3,149)*	***4,655***
Designated funds:								
Fixed assets	*21,092*	*-*	*-*	*1,309*	*(290)*	*-*	*-*	***22,111***
Capital Investment Fund	*-*	*-*	*-*	*-*	*-*	*-*	*2,700*	***2,700***
Autism Education Trust	*1,520*	*-*	*-*	*-*	*-*	*-*	*(443)*	***1,077***
Total designated funds	*22,612*	*-*	*-*	*1,309*	*(290)*	*-*	*2,257*	***25,888***
Total unrestricted funds excl pension reserve	*28,658*	*97,278*	*(94,501)*	*-*	*-*	*-*	*(892)*	***30,543***
Pension reserve	*(1,792)*	*-*	*(54)*	*-*	*-*	*954*	*892*	***-***
Total unrestricted funds	*26,866*	*97,278*	*(94,555)*	*-*	*-*	*954*	*-*	***30,543***

15 Analysis of assets and liabilities between funds

	Unrestricted funds £'000	Restricted funds £'000	**2026 Total funds £'000**	2025 Total funds £'000
Fixed assets	21,075	2,416	**23,491**	29,836
Net current assets	14,554	2,148	**16,702**	10,348
Creditors: amounts falling due after more than one year	(3,310)	-	**(3,310)**	(3,609)
Provisions	(1,725)	-	**(1,725)**	(1,603)
Defined benefit pension scheme liabilities	-	-	**-**	-
Net assets including pension liabilities	30,594	4,564	**35,158**	34,972

	Unrestricted funds £'000	*Restricted funds £'000*	***2025 Total funds £'000***	*2024 Total funds £'000*
Fixed assets	*29,674*	*162*	***29,836***	*24,463*
Net current assets	*6,081*	*4,267*	***10,348***	*11,942*
Creditors: amounts falling due after more than one year	*(3,609)*	-	***(3,609)***	*(3,898)*
Provisions	(1,603)	-	**(1,603)**	*(1,159)*
Defined benefit pension scheme liabilities	-	-	**-**	*(1,792)*
Net assets including pension liabilities	*30,543*	*4,429*	***34,972***	*29,556*

16 Operating lease commitments

	Property		**Other leases**	
Operating leases which expire:	**2026 £'000**	2025 £'000	**2026 £'000**	2025 £'000
Not later than one year	**2,257**	2,255	534	467
Later than one year and not later than five years	**8,191**	7,932	1,253	1,083
Later than five years	**7,374**	5,824	1	-
	17,822	16,011	1,788	1,550

In the year ended 31 March 2026 payments on operating leases were £3,458k (2025: £3,616k).

Commitments as Lessor

On 1 November 2021, NAS entered into a 20-year lease for the Anderson School.

The total of future minimum lease receipts (for Group and Charity) under non-cancellable operating leases are as follows:

	2026 £'000	2025 £'000
Within one year	**1,043**	1,002
Between one and five years	**4,383**	4,214
After more than five years	**13,416**	14,264
	18,842	19,480

17 Capital commitments

Capital commitments as at 31 March 2026 are £180k (2025: £520k).

18 Taxation

The charity's activities are exempt from taxation under the Corporation Tax Act 2010.

19 Information regarding employees and Trustees

Staff employed calculated on a full time equivalents (FTE) during the year was:

	2026 FTE	2025 FTE
Transforming Lives		
. Education	**411**	408
. Social and independent living support	**879**	1,021
. Other charitable activities	**177**	191
Changing attitudes		
. Other charitable activities	**31**	32
Behind the scenes	**162**	154
	1,660	1,806

The average number of employed staff in the year was 2,087 (2025: 2,265).

Staff costs comprise:

	2026 £'000	2025 £'000
Gross wages and salaries	**56,361**	57,703
Agency staff	**7,295**	5,768
Social Security costs	**7,076**	5,191
Pension costs	**2,658**	2,700
Total	**73,390**	71,362

19 Information regarding employees and Trustees (continued)

During the year, £1,334k (2025: £317k) was paid out in termination payments, including redundancy costs and settlement agreements, to staff. All obligations were identified and met during the financial year with the exception of £52k, which was accrued. We recognise costs related to termination payments as soon as we are aware of a future obligation.

The number of senior staff paid over £60,000 during the year (salary and taxable benefits excluding pension contributions) was as follows:

	2026 Number	2025 Number
£60,001 - £70,000	**28**	24
£70,001 - £80,000	**14**	16
£80,001 - £90,000	**4**	5
£90,001 - £100,000	**5**	4
£100,001 - £110,000	**3**	3
£110,001 – £120,000	**3**	4
£120,001 - £130,000	**2**	1
£130,001 - £140,000	**2**	-
£140,001 - £150,000	**-**	1
£150,001 - £160,000	**-**	-
£160,001 - £170,000	**1**	-
	62	58

The number of senior staff to whom retirement benefits are accruing are as follows:

	2026 Number	2025 Number
Defined contribution schemes:		
NAS Stakeholder Scheme	**41**	41
Defined benefit schemes:		
Teachers' Pension Scheme	**21**	16
Total	**62**	57

Further details of all NAS pension schemes are shown in note 21.

The senior management team is made up of 7 directors (2025: 7) led by the Chief Executive Officer. The employment benefit of the team was £998k (2025: £903k).

No Trustee or person related or connected by businesses to them, has received any remuneration from the charity during the year (2025: none).

Five trustees (2025: six) were reimbursed expenses during the year totalling £1,623 (2025: £1,748). This principally represents reimbursed travel and subsistence expenses incurred in attending Trustees' meetings.

During the year, Trustees made donations to the charity amounting to £nil (2025: £nil).

The charity purchased insurance costing £22k (2025: £22k) to protect the Trustees and Directors from loss arising from liability for negligence, default or breach of trust or duty, other than a breach committed in reckless disregard of whether or not the act or omission was such a breach.

There were no related party transactions in the year other than the inter-company transaction disclosed in note 8.

20 Pension commitments

The National Autistic Society operates both defined benefit and defined contribution pension schemes for the benefit of its employees.

Defined benefit pension schemes

The disclosures below relate to the funded liabilities within the London Borough of Brent Pension Fund (Brent Scheme) and Somerset Council Pension Fund (Somerset Scheme), which are part of the Local Government Pension Schemes. The NAS participates in the schemes which provide defined benefits, based on members' final pensionable salary.

Alongside the above pension schemes, the NAS also contributes to the Teachers' Pension Scheme on behalf of its teaching staff. See details below.

Teachers' Pension Scheme

Teaching staff employed by the NAS are eligible for membership of the Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014 and administered by Teachers' Pensions on behalf of the Department for Education. Pensions costs are assessed in accordance with the advice of the Government Actuary. The NAS has 68 active members (2025: 68). All teachers have the option to opt-out of the TPS following enrolment.

The TPS is an unfunded scheme to which both the member and employer makes contributions, as a percentage of salary – these contributions are credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

Every four years, the Government Actuary conducts a formal actuarial review of the scheme, using normal actuarial principles. The cost of pension increases is excluded from the valuation and consequently neither teachers nor employers contribute to this added value, which is met directly by the Exchequer.

NAS' Employer's contributions to the TPS in the year totalled £1,112k (2025: £1,054k).

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. NAS' is unable to identify its share of the underlying assets and liabilities of the plan. Accordingly, NAS has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined contribution scheme.

21 Pension commitments (continued)

Brent Scheme

The Brent scheme was closed to new accruals as at 31 March 2022, in November 2023 we completed a Debt Deferral Agreement which allows the National Autistic Society to settle the residual debt by a series of annual payments, which were fixed at £892k until the year ended 31st March 2026.

Contributions:
The employer's regular contributions to the Brent Scheme for the accounting period to 31 March 2026 were £892,000 (2025: £892,000).

Principal financial assumptions:

	2026 % p.a.	2025 % p.a.
Rate of increase to pensions in payment (CPI)	**3.00**	2.80
Rate of general increase in salaries	**3.30**	3.10
Discount rate	**6.20**	5.80

Principal demographic assumptions:

	2026 Males	2025 Males	**2026 Females**	2025 Females
Future lifetime from age 65 (currently aged 65)	**22.4**	21.4	**24.9**	24.1
Future lifetime from age 65 (currently 45)	**23.2**	22.4	**26.1**	25.3

Reconciliation funded status to balance sheet:

	31 March 2026 £'000	31 March 2025 £'000
Notional value of assets	**25,876**	23,663
Present value of liabilities	**(21,960)**	(21,350)
Capping of asset (see below)	**(3,916)**	(2,313)
Net pension assets / (liabilities)	**-**	-

The net asset is not considered likely to be realised in the foreseeable future and so is not recognised on the balance sheet.

Analysis of income and expenditure:

Period ending	**31 March 2026 £'000**	31 March 2025 £'000
Interest cost	**1,204**	1,169
Interest income	**(1,364)**	(1,105)
(Income) / expense recognised on SOFA	**(160)**	64

20 Pension commitments (continued)

Changes to the present value of liabilities during the accounting period:

	31 March 2026 £'000	31 March 2025 £'000
Opening present value of liabilities	**21,350**	24,913
Current service cost	**-**	-
Interest cost	**1,204**	1,169
Contributions by participants	**-**	-
Net benefits paid out	**(1,194)**	(1,077)
Change in financial assumptions	**(562)**	(3,356)
Change in demographic assumptions	**(551)**	(43)
Experience loss / (gain) on defined benefit obligation	**1,713**	(256)
Closing present value of liabilities	**21,960**	21,350

Changes to the fair value of assets during the accounting period:

	31 March 2026 £'000	31 March 2025 £'000
Opening fair value of assets	**23,663**	23,121
Interest income	**1,364**	1,105
Contributions by participants	**-**	-
Contribution by employer	**892**	892
Net benefits paid out	**(1,194)**	(1,077)
Experience (loss) on defined benefit asset	**(467)**	-
Actuarial gains / (losses) on assets	**1,618**	(378)
Closing fair value of assets	**25,876**	23,663

Actual return on assets:

	31 March 2026 £'000	31 March 2025 £'000
Interest income	**1,364**	1,105
Actuarial gains / (losses) on assets	**1,618**	(378)
Other experience (losses) on assets	**(467)**	-
Actual return on assets	**2,515**	727

Analysis of amounts recognised in SOFA:

	31 March 2026 £'000	31 March 2025 £'000
Total actuarial gains	**551**	3,277
Impact of asset ceiling	**(1,603)**	(2,313)
Total (losses) / gains in SOFA	**(1,052)**	964

20 Pension commitments (continued)

History of asset values, present value of liabilities and deficit:

	31 March 2026 £'000	31 March 2025 £'000	31 March 2024 £'000	31 March 2023 £'000	31 March 2022 £'000
Fair value of assets	**25,876**	23,663	23,121	21,017	21,516
Present value of liabilities	**21,960**	21,350	24,913	25,089	33,228
Surplus / (deficit)	**3,916**	2,313	(1,792)	(4,072)	(11,712)

Somerset Scheme

Contributions:
The employer's regular contributions to the Somerset Scheme for the accounting period to 31 March 2026 were £nil (2025: £nil).

Principal financial assumptions:

	2026 % p.a.	2025 % p.a.
Rate of increase to pensions in payment (CPI)	**2.85**	2.95
Rate of general increase in salaries	**3.85**	3.95
Discount rate	**6.00**	5.70

Principal demographic assumptions:

	2026 Males	2025 Males	**2026 Females**	2025 Females
Future lifetime from age 65 (currently aged 65)	**22.3**	21.1	**23.9**	23.0
Future lifetime from age 65 (currently 45)	**23.9**	22.4	**25.6**	24.4

Reconciliation funded status to balance sheet:

	31 March 2026 £'000	31 March 2025 £'000
Notional value of assets	**4,422**	4,210
Present value of liabilities	**(3,306)**	(3,282)
Capping of pension asset (see below)	**(1,116)**	(928)
Net pension asset	**-**	-

The net asset is not considered likely to be realised in the foreseeable future and so is not recognised on the balance sheet.

20 Pension commitments (continued)

Analysis of income and expenditure:

	31 March 2026 £'000	31 March 2025 £'000
Service cost	**15**	19
Net interest on the defined liability / (asset)	**(53)**	(32)
Administration expenses	**3**	3
(Income) recognised on SOFA	**(35)**	(10)

Changes to the present value of liabilities during the accounting period:

	31 March 2026 £'000	31 March 2025 £'000
Opening present value of liabilities	**3,282**	3,603
Current service cost	**15**	19
Interest cost	**182**	171
Contributions by participants	**5**	5
Net benefits paid out	**(196)**	(175)
Change in financial assumptions	**(140)**	(324)
Change in demographic assumptions	**92**	(9)
Experience loss / (gain) on defined benefit obligation	**66**	(8)
Closing present value of liabilities	**3,306**	3,282

Changes to the fair value of assets during the accounting period:

	31 March 2026 £'000	31 March 2025 £'000
Opening fair value of assets	**4,210**	4,274
Interest income	**235**	203
Return on assets less interest	**170**	(94)
Contributions by participants	**5**	5
Contributions by employer	**-**	-
Net benefits paid out	**(196)**	(175)
Actuarial gains on assets	**1**	-
Administration expenses	**(3)**	(3)
Closing fair value of assets	**4,422**	4,210

Actual return on assets:

	31 March 2026 £'000	31 March 2025 £'000
Interest income	**235**	203
Actuarial gains / (losses) on assets	**1**	-
Actual return on assets	**236**	203

20 Pension commitments (continued)

Analysis of amounts recognised in SOFA:

	31 March 2026 £'000	31 March 2025 £'000
Total actuarial gains	**153**	247
Impact of asset ceiling	**(188)**	(257)
Total (losses) in SOFA	**(35)**	(10)

History of asset values, present value of liabilities and deficit:

	31 March 2026 £'000	31 March 2025 £'000	31 March 2024 £'000	31 March 2023 £'000	31 March 2022 £'000
Fair value of assets	**4,422**	4,210	4,274	3,964	4,163
Present value of liabilities	**3,306**	3,282	3,603	3,667	5,466
Surplus / (deficit)	**1,116**	928	671	297	(1,303)

Defined contribution scheme

Scottish Widows Group Personal Pension Scheme. This group personal pension scheme is the NAS's main scheme, comprising auto-enrolment and enhanced schemes. The scheme is administered by Scottish Widows. There are currently 1,651 active members in auto-enrolment and 204 active members in our enhanced scheme. The assets of the scheme are held separately from those of the NAS. Pension costs charged in the SOFA represent the contributions payable by the NAS in the year. Employer's contribution for the year totalled £1,939k (2025: £1,623k).

21 Custodian funds

As at 31 March 2026 NAS held funds on behalf of service users totalling £346k (2025: £675k) as Custodian Trustee. The funds are held in bank accounts separate from the funds of NAS. The funds are not included in these financial statements, and they are segregated clearly from those belonging to NAS itself at all times.

22 Post Balance Sheet Events.

Further to the publishing of '*Revenue and Customs Brief 2 (2025): the use of VAT grouping within the care industry'* and a subsequent meeting with HMRC on 29 September 2026, we have made the decision to novate our Adult Services contracts held within NAS Services Limited to the National Autistic Society by 31 March 2027.

23 Comparative information

Analysis of income and expenditure in the year ended 31 March 2025 between restricted and unrestricted funds:

	Notes	Unrestricted funds £'000	Restricted funds £'000	**2025 Total funds £'000**	2024 Total funds £'000
Income & endowments from:					
Income from charitable activities					
Transforming lives:					
. Education		*28,636*	*50*	***28,686***	*25,387*
. Social and independent living support		*51,217*	*121*	***51,338***	*53,824*
. Other charitable activities		*7,477*	*374*	***7,851***	*6,850*
Changing attitudes:					
. Other charitable activities		*100*	*-*	***100***	*88*
Donations and legacies	*1*	*8,059*	*4,194*	***12,253***	*7,513*
Other trading activities	*2*	*104*	*-*	***104***	*79*
Investment income		*614*	*-*	***614***	*623*
Other Income		*1,071*	*-*	***1,071***	*1,046*
		97,278	***4,739***	***102,017***	*95,410*
Expenditure on:					
Raising funds		*2,497*	*-*	***2,497***	*1,769*
Expenditure on charitable activities					
Transforming lives					
. Education		*25,397*	*363*	***25,760***	*24,273*
. Social and independent living support		*55,081*	*202*	***55,283***	*58,332*
. Other charitable activities		*10,186*	*2,235*	***12,421***	*11,288*
Changing attitudes					
. Other charitable activities		*1,394*	*200*	***1,594***	*500*
Total	*3*	*94,555*	*3,000*	***97,555***	*96,162*
Net Income / (expenditure)	*4*	*2,723*	*1,739*	***4,462***	*(752)*
Actuarial gains on defined benefit pension scheme	*20*	*954*	*-*	***954***	*1,270*
Net movement in funds		*3,677*	*1,739*	***5,416***	*518*
Reconciliation of funds					
Total fund balances brought forward at 1 April 2024	*13-15*	*26,866*	*2,690*	***29,556***	*29,038*
Total fund balances carried forward at 31 March 2025	*13-15*	*30,543*	*4,429*	***34,972***	*29,556*

The National Autistic Society is here to transform lives, change attitudes and create a society that works for autistic people.

We transform lives by providing support, information and practical advice for the 700,000 autistic adults and children in the UK, as well as their three million family members and carers. Since 1962, autistic people have turned to us at key moments or challenging times in their lives, be it getting a diagnosis, going to school or finding work.

We change attitudes by improving public understanding of autism and the difficulties many autistic people face. We also work closely with businesses, local authorities and government to help them provide more autism-friendly spaces, deliver better services and improve laws.

We have come a long way but it is not good enough. There is still so much to do to increase opportunities, reduce social isolation and build a brighter future for people on the spectrum. With your help, we can make it happen.

Find out more at:

www.autism.org.uk