# Alcohol Research UK (Operating as Alcohol Change UK)
# Annual Report and Financial Statements

## Year ended 31 March 2026




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Alcohol Change UK is the operating name of Alcohol Research UK.
Registered office Unit 7, Finsbury Business Centre Clerkenwell,
40 Bowling Green Lane, London, EC1R 0NE
Registered Charity number 1140287
Company limited by guarantee in England and Wales number 07462605.

# We are Alcohol Change UK

We work for a world free from the harms caused by alcohol.

We're not anti-alcohol. We're against the harms that it causes:

- to individuals, through poorer health and everyday wellbeing
- to families and friends, through damaged relationships
- to society, through more crime, a weaker economy, extra pressure on our health system and neighbourhoods feeling the strain.

**All of this harm is preventable. None of it is inevitable.**

**Change is possible. Let's create that change.**

# Annual Report and Financial Statements of the Trustees of Alcohol Change UK[1]

## Year ending 31 March 2026

The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2026. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

## Contents


**01** Welcome

**04** Our strategy and plans

**13** What we did: our activity and impacts

**21** Our finances

**27** How we are run

**36** Independent auditor's report

**39** Financial statements

**41** Notes to the accounts

**64** Officers and contacts


[1] Alcohol Change UK is the operating name of Alcohol Research UK, charity registration number 1140287 (England and Wales).

# Welcome from our Chair



**Mick Urwin**
Chair of the Board of Trustees

Alcohol is one of the most common causes of poor health, early death, low productivity, and crime and disorder that we face as a society. By reducing alcohol harm, Alcohol Change UK helps people across the country to enjoy happier and healthier lives.

This report covers the second year of our 2024-29 strategy, which commits us to substantially and sustainably reducing alcohol harm by working for five big changes:

- Increasing public knowledge and understanding of alcohol harm.
- The implementation of better national policies and regulations to cut alcohol harm.
- A change in UK culture, so that alcohol is treated as optional to our lives, not our default setting.
- Improved drinking behaviours amongst heavy drinkers, through the Try Dry® programme and Dry January® challenge.
- A stronger, properly-funded and fully inclusive alcohol treatment system.

As this report shows, we continued to deliver significant impact but faced some challenges generating income.

Since our last report, four of our trustees stepped down. Dr Emmert Roberts, Jeremy Joseph and Vivienne Evans served the board with distinction and we are incredibly grateful to them for their contribution. Dr Emily Finch was a trustee of Alcohol Concern from before its merger with Alcohol Research UK (April 2017) and has devoted a decade to the charity, again making an outstanding contribution. They will be missed.

However, we were delighted to bring five new trustees to the board: Emma Greenwood, Taran Rai, Elizabeth Villanueva, Katharine Baker and Stuart Reeves.

> The truth is that alcohol harm is a huge issue and, if we are to make more of a difference, we need your support.

Looking ahead, we've significantly adjusted our growth plans to reflect the income generation challenges that we've faced, and in particular had to lose some posts from the organisational structure, which was painful for everyone, but especially our wonderful colleagues who were directly affected.

The truth is that alcohol harm is a huge issue and, if we are to make more of a difference, we need your support. We know how to solve the problem of alcohol harm, and the greater our funds, the more we can achieve. Please join us if you can.

M P Urwin

**Mick Urwin**
Chair of the Board of Trustees

# Welcome from our Chief Executive



**Dr Richard Piper**
Chief Executive Officer

Alcohol harm impacts all of us, whether through our own drinking, our relationships with friends and families or the wider effects on our neighbourhoods and communities.

Alcohol also has a huge impact on health workers, our emergency services, the criminal justice system, and workplaces, and can weaken our economy - driving unemployment and under-employment and lost workplace productivity.

The issues around alcohol harm are complex and varied but the good news is that ending alcohol harm is totally possible.

Such change requires deep expertise, and a commitment to science and evidence, rather than the assumptions, misunderstandings and opinions that swirl around the topic of alcohol. That's why we're focused on providing evidence-based solutions which prevent alcohol harm from happening in the first place and make it easier for people to cut down on their alcohol consumption or to choose not to drink.

Tens of millions of people in the UK are experiencing alcohol harm. There are also now over 10 million people who don't drink alcohol.

The issues around alcohol harm are complex and varied but the good news is that ending alcohol harm is totally possible.

So, whether it's helping people understand their own risks from drinking alcohol and addressing the shame and stigma that can prevent them from seeking help, challenging the way people are made to feel uncomfortable, boring or even excluded for choosing not to drink, or tackling the outdated policies and regulations that continue to give alcohol a centre-stage role in our lives, change is needed.

Making it easier for people to cut down on their alcohol consumption or to not drink will lead to a population that has better physical health, improved mental health, and lower rates of cardiovascular disease, liver disease and cancer. Shifting the culture around alcohol will also lead to improved public services, safer neighbourhoods and communities, enhanced quality of life and work, and a boosted economy.

This is why shifting the spotlight away from alcohol and tackling alcohol harm from many different angles is so vital.

It's also why we're continuing to promote our cutting-edge research into the most effective ways ('frames') to talk about alcohol harm to broaden understanding

We are not afraid to say what the evidence tells us, even if that's unpopular, and we're not afraid to change our positions as the evidence evolves. A commitment to evidence is not always easy, but we believe it is always the right thing to do.

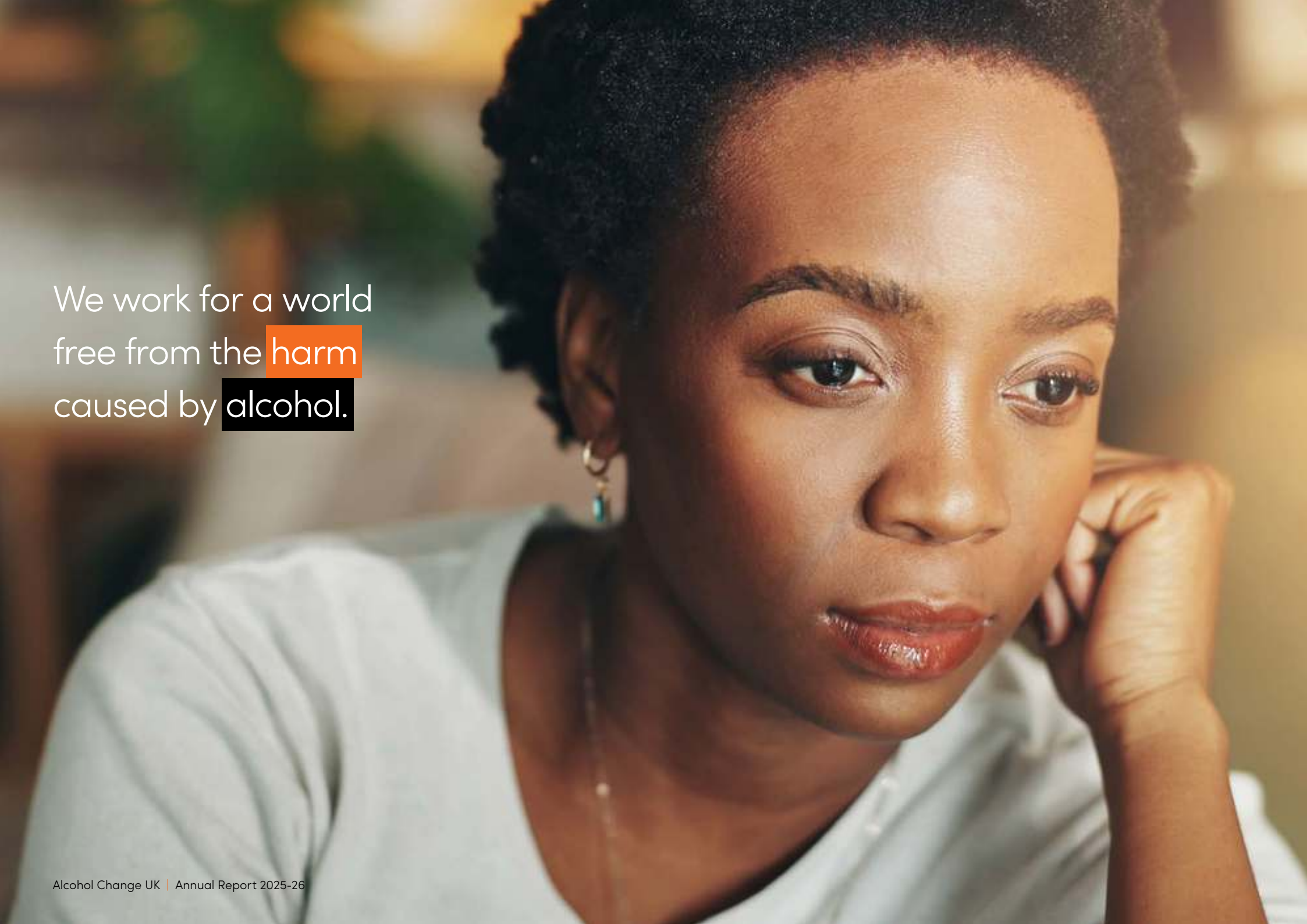
We do this with compassion, with ambition, and by seeking and telling the truth about alcohol harm and how to end it.

To build a better society, we need to bring people together to support us. Which is why we are so grateful to our amazing community of ambassadors, volunteers, campaigners, storytellers and supporters. It is also why we focus on innovative digital tools that empower people, at scale, to change their own drinking patterns.

Please join us, whether as a donor, campaigner, trustee or team member and help us build a better society for all.



**Dr Richard Piper**
Chief Executive Officer


We work for a world
free from the harm
caused by alcohol.

# 2024-29 strategy

This annual report covers April 2025 to March 2026, the second year of our ambitious 2024-29 strategy, which commits us to five top level impacts that must happen if we are to reduce alcohol harm. Below, our eight work programmes are mapped onto these impact areas. Some programmes contribute to more than one impact area.

| Top level impacts | Improved knowledge | Better policy and regulation | Shifted cultural norms | Improved drinking behaviours | More and better support and treatment |
|---|---|---|---|---|---|
| **Our work programmes to deliver this impact** | • Research<br>• Engagement | • Policy and influencing<br>• Engagement | • Culture change<br>• Alcohol in the workplace<br>• Engagement | • Information and advice<br>• Behaviour change | • Policy and influencing<br>• Improving alcohol treatment |

Our 2024-29 strategy continues the many successful aspects of our previous (2019-24) strategy, including our overall vision, mission and values, our five top-level impact areas and our eight work programmes. The key change in this strategy was a big jump in scale, with the Board of Trustees deciding to invest a significant proportion of our reserves into growing our impact and growing our income. When we agreed the 2024-29 strategy (in 2023), the plan was to double the size of our staff team and grow our income to around £5m a year by 2029. However, our significant investment in new posts, to drive income, has not resulted in the income returns that we expected.

As a result, from February to August 2026 we made significant changes to our plans, in particular by reducing income expectations for the next five years and bringing costs down very significantly. Our overall financial strategy – to grow, and to breakeven – has not changed, but the timeline for reaching the breakeven position has extended, and the expected scale of growth has been reduced.

# 2025-26 plans: how did we do?

We set **40 primary reportable objectives** for 2025-26 across our Impact and Enabling Programmes. A summary of how we met these objectives is covered in the table below. These primary reportable objectives were a subset of our total activity, so did not cover the entirety of our work. More information about our activity and achievements in 2025-26 is in the What We Did section below.

In summary, 33 objectives (82.5%) were fully achieved ✓ or partially achieved ½ and 7 were not achieved ✗. As an ambitious charity, we accept that sometimes we won't achieve all our objectives. We also adapt our plans in response to external challenges and opportunities.

| Impact Programme | 2025-26 Objective | How did we do? |
|---|---|---|
| **Research and Innovation** | 1. Research into potential negatives of no and low drinks on young people | ✓ |
| | 2. Alcohol and the Economy research, with IPPR | ✓ |
| | 3. Bilingual report on Alcohol and care homes, focusing on the needs of residents | ✓ |
| **Engagement** | 4. Work with the new 'lead' champions to increase activity, amongst all champions, that aligns with our strategy implementation plan | ✓ |
| | 5. Recruit influential ambassadors and patrons, with at least one having a significant national profile | ½ (new ambassadors recruited but not yet someone with significant national profile) |
| **Influencing, Policy and Campaigns** | 6. Create meaningful opportunities to directly influence the Government's prevention agenda, with a view to seeing tangible steps to implement policies that will reduce alcohol harm | ✓ |
| | 7. Complete at least 12 policy position statements, clarifying our position on alcohol harm policies | ½ (7 completed) |
| | 8. Secure the renewal and uprating of minimum unit pricing (MUP) in Wales | ✓ |
| **Information and Advice** | 9. Using our completed content audit (from 24-25), create new content, de-duplicate content, edit existing content and improve searchability and navigability | ✓ |
| | 10. Launch a new 'community information' strand of content, platforming voices and stories from personal experience, from the wider Alcohol Change UK community | ✓ |

| Impact Programme | 2025-26 Objective | How did we do? |
|---|---|---|
| **Culture Shift** | 11. Champion the framing toolkit internally and externally | ✔ |
| | 12. Execute our first partnership campaign to land a core culture shift message with a 'new' audience | ½ ('Funny AF' and QPR partnership) |
| **Behaviour Change** | 13. Reach at least 200,000 new UK adult drinkers, both through the Dry January® challenge and year-round | ✖ (We saw a drop in reach, despite a strong campaign. We have identified solutions) |
| | 14. Engage ten local authorities (LAs), securing better access to our Try Dry® app for hazardous and harmful drinkers in those areas, and securing data for the local authority and income for us | ½ (4 LAs reached, with income £13k below £40k target). |
| | 15. Create an additional email 'journey' for a new, specific challenge for people wanting to reduce their alcohol consumption for a period of time, rather than go alcohol-free for a month | ✔ |
| **Alcohol in the Workplace** | 16. Take learning from 24-25 marketing tests, and roll out the successful approaches | ✔ |
| | 17. Secure accreditation for our workplace seminars | ✔ |
| **Improving Alcohol Treatment** | 18. Develop an approach to either regularly monitor the impact of the Blue Light approach in the areas in which it is implemented; or seek funds for an impact evaluation of the Blue Light approach in specific area(s) | ✔ |
| | 19. Overhaul the Blue Light train-the-trainer (TTT) course with clearer guidelines for what is and isn't suitable for a TTT approach | ✔ |
| | 20. Engage new and existing LA clients to support them to develop an alcohol strategy | ✖ (Capacity issues led to this being pushed to 26-27) |

| Enabling Programme | 2025-26 Objective | How did we do? |
|---|---|---|
| **People and Governance** | 21. Complete a full benchmarking exercise including decision on London Weighting | ✔ |
| | 22. Successfully achieve London Living Wage accreditation | ✔ |
| | 23. Support the board to undertake a governance review against the Code of Good Governance | ✔ |
| | 24. Secure a larger office and move in | ✔ |
| **Equity, Diversity, Inclusion and Belonging** | 25. Improve our internal dashboard for recruitment and retention data | ✔ |
| **Finance** | 26. Complete a thorough review of finance process with a view to improving efficiency, through process redesign and increased automation, and implement the recommendations | ✘ (Capacity issues led to this being pushed to 26-27) |
| **Marketing and Communications** | 27. Fully scope the website redevelopment project, including setting a budget and preparing for a tendering process | ✔ |
| | 28. Begin deploying our new, proactive media strategy, focusing on the quality of coverage as well as the quantity of coverage, and ensuring our messaging is consistent and well-framed | ✔ |
| | 29. Complete our social media strategy including channel plans and audience mapping, bringing greater clarity to our digital content and a strengthened online offering | ✔ |
| | 30. Initiate a new content planning process across the comms team, bringing a more integrated approach to content across our website, social media, app and media | ✔ |
| **Impact Management** | 31. Develop theories of change and monitoring frameworks for all impact programmes | ✘ (Capacity issues led to this being pushed to 26-27) |

| Enabling Programme | 2025-26 Objective | How did we do? |
|---|---|---|
| **Data and Knowledge Management** | 32. Work with Rareloop, Access and Mailchimp to successfully resolve outstanding technical issues to ensure seamless end to end integration for our data, removing all possible manual processes | ✗ (Technical issues not yet resolved) |
| | 33. Implement a new set of processes for requesting and reporting on key data insights from Access to support all our work programmes, delivered by the new data officer | ✓ |
| | 34. Review all current data capture points and processes and ensure that current policy and processes are up to date, especially based on any new data protection legislation/guidance | ✓ |
| **Fundraising** | 35. Secure 1 headline and 4+ official partners for Dry January®; sponsorship of Dry January® 10k; sponsorship of Sober Spring; and apply for 2-3 charity of the year partnerships | ✗ (Really difficult year for partnerships) |
| | 36. Fill 250 Royal Parks Half Marathon places, 90 Great North Run places, some places for Berlin and Paris, and grow Dry January® 10k | ✓ |
| | 37. Roll out Payroll Giving, and create a conversion campaign for cash donors to become regular givers, and 'upgrade' campaign for existing regular givers to give more | ✓ |
| | 38. Grow active fundraisers to 4,000 (via agency activity) and 500 (via participant conversion) | (We fell well short of target and are reassessing) |
| | 39. Test 'memory tree' platform and develop a regular giving product for these donors | ✓ |
| | 40. Continue to use a test, learn and grow technique to enhance: our offers to people who may leave a legacy, our applications to trusts, and our merchandise | ✓ |


Alcohol harm is destroying
millions of lives.
But change is possible.
Let's create that change.

# 2025-26 main challenges

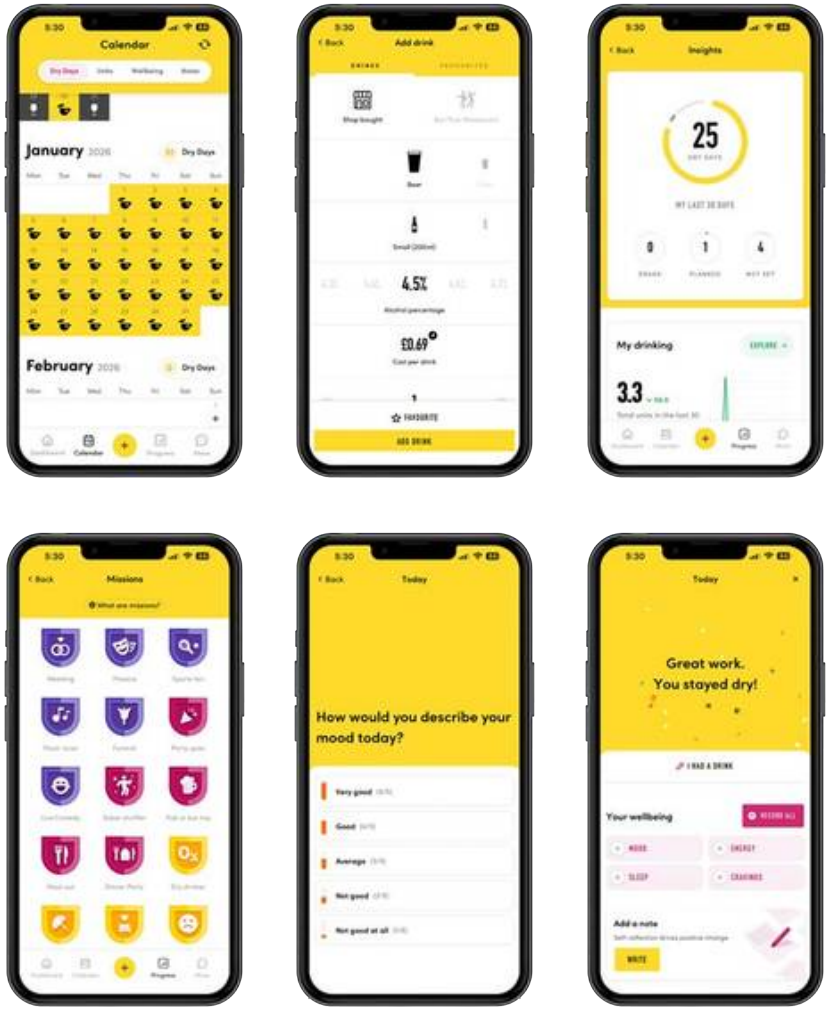
Here we report on the most significant challenges faced by the charity from 1 April 2025 to the present.

## Income generation

Income in 2024-25 was £500k below budget, a significant gap. For 2025-26, we looked again at income budgets and reduced them somewhat. However, they were still set at a level that required significant year-on-year growth. In reality, 2025-26 income was £1.2m below budget. This is a major financial challenge, resulting in a deficit of £3m (£4.5m spent but only £1.5m brought in). This led to a major drop in our reserves. In addition, very poor investment performance further depressed our reserves and meant we were selling units at a depressed price, leading to further material loss. We took swift and substantial action, cutting non-staffing expenditure by over £700k and reducing staff expenditure by around £1.2m. Unfortunately this resulted in compulsory redundancies, as we reduced our level of posts by 18 from 45 to 27. We also rescheduled our future financial plan, with a view to breaking even by 2030-31, rather than 2029-30.

## Bringing new audiences to the 2026 Dry January® challenge

We know that people who undertake the Dry January® challenge using the Try Dry® programme are much more likely to make sustained changes to their alcohol consumption than people who just try to go dry on their own in January. So we have a target of engaging 1 million people across the UK in our behaviour change programme by 2029, which is around 200k people a year. Most of this recruitment has, historically, taken place through the Dry January® challenge and our Try Dry® app, and for 2026 we substantially increased our marketing budget, hoping to get close to at least 150k new UK participants, and to generate new learning. Despite a strong campaign concept and messaging, we brought only 40k new UK people to the programme in 2026, compared with 73k in 2024 and 55k in 2025. This was disappointing. We have identified likely reasons for this and have decided to reduce this expenditure while we put in place the solutions. We will also be prioritising year-round (non-January) Try Dry® recruitment.



# 2026-27 plans: What we will be doing

Our 2026-27 Annual Plan contains **25 primary reportable objectives**, shown in the table below across our Impact and Enabling Programmes. These primary reportable objectives do not cover the entirety of our work. We will transparently report against these in next year's annual report.

| Programme | 2025-26 Objective |
|---|---|
| **Research and Innovation** | 1. Maximise the impact of research from 2024-26 |
| **Engagement** | 2. Develop Ambassador Engagement especially through briefings on Alcohol Change UK positions and messaging |
| **Influencing, Policy and Campaigns** | 3. Influence the Labour Government's prevention agenda |
| | 4. Have in place at least 8 policy position statements on alcohol harm policies |
| **Information and Advice** | 5. Website and content improvements |
| **Culture shift** | 6. Champion the new framing toolkit externally and through Alcohol Change UK content, including a direct briefing event for journalists |
| **Behaviour change** | 7. Increase the number of new drinkers reached through our Behaviour Change programme year-round |
| | 8. Increase the number of Local Authorities signing up to Try Dry® Local |
| | 9. Launch a new 100-day challenge for those wanting to reduce their alcohol consumption |
| | 10. Deliver pilots with partners in NHS and treatment |
| **Alcohol in the workplace** | 11. Reposition as a more reactive service |
| **Improving alcohol treatment** | 12. Deliver National Innovation Project on alcohol and neurodiversity to time and budget |
| | 13. Support at least one new Local Authority to develop a local alcohol strategy |

| Programme | 2025-26 Objective |
|---|---|
| Office, People and Governance | 14. Finalise Governance review and start implementing |
| | 15. Sell Swinton Street |
| | 16. Undertake a full staffing restructure |
| Equity, Diversity, Inclusion and Belonging | 17. Explore being a Disability Confident Employer |
| Finance | 18. Automate at least two finance processes (invoice payment process, invoice raising process, management account production) |
| Communications | 19. Implement the new social media strategy and channel plans |
| | 20. Diversify spokespeople |
| Impact Management | 21. Theories of change and monitoring frameworks in place for all programmes |
| Data and Knowledge Management | 22. Resolve App-TQ API issue |
| | 23. Review data protection policy and processes (including data capture & consents) |
| Fundraising | 24. Hit income targets across all forms of fundraising |
| | 25. Continue to improve and streamline team processes and systems |

# What we did: our activity and impacts 2025-26

Alcohol harm is complex and requires a sophisticated, holistic solution. Our work is diverse but coherent, delivered through eight inter-linked work programmes. What did we actually do to reduce alcohol harm in each work-programme during the year?

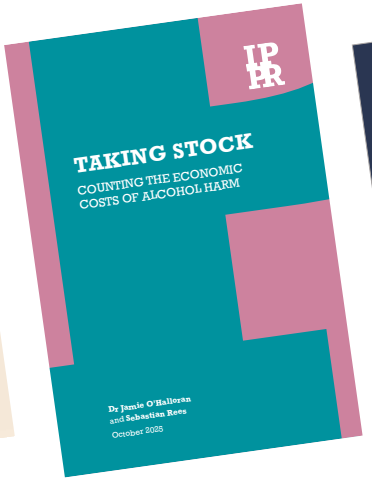
## Research

**Alcohol harm is a topic rife with opinions, many of them poorly-informed or based on outdated 'myths' or half-truths, heavily influenced by alcohol industry marketing. Research is essential to ensure that action to reduce alcohol harm is effective. We are committed to an evidence-based understanding of how to reduce alcohol harm.**

### Highlights

- We commissioned the Behavioural Insights Team to conduct a major research study into the wide range of health harms associated with different levels of alcohol consumption. *Alcohol Harm Across the Drinking Spectrum* revealed the significant impact of alcohol even at lower consumption levels and was published at the start of April 2025.
- We commissioned IPPR to conduct research into the impact of alcohol on the economy, focusing particularly on the workforce and productivity. *Taking stock: counting the economic costs of alcohol harm* was published in October 2025.
- Our research into the potential impact of no- and low-alcohol drinks on young people with the University of Sheffield and UCL reported in March 2026, *Young people's consumption of alcohol-free and low alcohol drinks in family settings.*
- We commissioned the University of Plymouth to undertake research into low-alcohol and alcohol-free drinks during pregnancy which was published in December 2025 and led to positive discussions with Public Health Wales and the Royal College of Midwives.
- The research we commissioned into alcohol use in care homes was published in March 2026 and highlighted the complexity of this particular topic.






## Engagement

Alcohol Change UK is made up of more than its staff team and Board of Trustees. It includes many thousands of people from all walks of life who come together to end the harms caused by alcohol. Engaging with people across the UK is a cornerstone of our strategy. We engage, listen and collaborate with our diverse supporters and help to unleash and coordinate their knowledge, passion and energy.




### Highlights

In 2025-26 we:

- Published dozens of stories of people who have first-hand experience of alcohol harm, whether as a result of their own or a loved one's drinking, on our website.
- Strengthened our Community Champions programme, with 140 volunteers (128 in 24-25) joining focus groups, attending meetings and events in parliament, sharing their experiences in the media, holding and attending community awareness raising events, and supporting our fundraising and campaigns.
- Welcomed five new Ambassadors (Sam O'Brien West, Hattie Underwood, Ben Gibbs, Oliver Mason, and Denise Hamilton-Mace).
- Benefitted from the equivalent of a combined £24,475 in volunteer time from our Community Champions and Ambassadors in the financial year (£14,782 in 24-25).
- Saw 17,891 campaigners support our work to improve government policy to reduce alcohol harm further and faster.
- Enabled supporters to take more than 5,270 actions (4,500 in 24-25) including submitting responses to consultations, emailing their MP, and spreading awareness of our campaigns and behaviour change work..

"One of the things that helped change my relationship with alcohol was taking part in one of Alcohol Change UK's alcohol-free challenges and using its Try Dry® app. Those experiences introduced me to something I had never really seen before: excellent tools and advice and a supportive community.

For the first time, I saw people choosing to go alcohol-free not because they had "failed" in anything, but because they wanted something better. It shifted everything and supporting the charity's work feels incredibly meaningful." - Hattie Underwood, Ambassador.

# Policy and influencing

National governments have huge potential to reduce alcohol harm for millions of people, often at little or no cost to the taxpayer. Local government, too, has a big role to play. We work respectfully and constructively with governments and praise them when they show leadership on an issue, while being unafraid to tell them when we think they could do things differently to improve the country even more.

## Highlights

- We hosted a successful Dry January® challenge parliamentary reception in January 2026, meeting MPs and Peers to deepen their understanding of alcohol harm and policies to tackle it. We met with around 30 MPs, Peers and their staff, and the Public Health Minister spoke at the event.
- We deepened relationships with key civil servants in HM Treasury, Department of Health and Social Care and Home Office, sending our research reports and policy materials ahead of key events such as the Budget to inform decisions. We made new connections with civil servants in the Department for Environment, Food and Rural Affairs and the Ministry for Housing, Communities and Local Government.
- We developed responses to numerous consultations, drawing on independent research and the experiences of those affected by alcohol harm.







## Culture shift




Our relationships with alcohol are hugely affected by the world around us. Whilst we like to believe that everything we do is a matter of personal choice, this isn't true. We're surrounded by messages and social pressures which reinforce the idea that we need alcohol – from the adverts on our streets and screens, to the storylines of films and TV shows, to the expectations of our friends and colleagues. Alcohol Change UK works to shift this cultural and social environment. In particular, we seek to work with media and social media to communicate two vital messages:

1. Not consuming alcohol (for a night, a week, a month or longer) is totally acceptable; and we should all #StopSoberShaming and should never question (indeed should actively support) someone's choice to not consume alcohol on any occasion for any reason.
2. Anyone can experience alcohol harm. Indeed, experiencing alcohol harm is unfortunately common and normal. Alcohol harm occurs right across the spectrum of alcohol consumption, from the lowest levels, and is certainly not limited to a small group of dependent drinkers (sometimes referred to as 'alcoholics'). In the UK, for every six dependent drinkers, there are 100 hazardous and harmful drinkers, and even consuming less than 14 units of alcohol a week can result in harm. Harm is also experienced by families, communities, and wider society; not just those who consume alcohol. Stigmatising those who develop problematic use of alcohol or dependency is a form of victim blaming and is never acceptable. Indeed, stigma kills.

### Highlights

- Alcohol Change UK was mentioned more than 2,691 times in the UK media in 2025-26 (2024-25: 2,209; 2023-24: 2,131; 2022-23: 1,400; 2021-22: 2,200; 2020-21: 1,005; 2019-20: 678), contributing to 'culture change' topics in many pieces.
- We delivered high-performing culture change content across our digital and social media platforms, with popular content including reflections from our Ambassadors, tips on how to combat #SoberShaming and many blogs sharing first-hand experiences.
- The communications framing toolkit How to talk about alcohol has helped us shape new and improved ways of communicating about alcohol harm – reducing stereotyping and stigma around alcohol and deepening public understanding and support for action. Through workshops, open forums and collaboration, we have worked with partner organisations to share knowledge and best practice.

"The drinks industry spends billions on advertising and marketing to create the illusion that drinking is essential to a fun, exciting lifestyle. Like a lot of people, I bought into this. Alcohol is so ingrained in our society and normalised that despite it being an addictive drug, we actively encourage each other to take it." – Patrick

# Information and advice

People across the UK want independent, honest information about the effects of alcohol, what constitutes a 'problem', how to reduce the risk of harm, how to support a loved one, and what specialist support is available to access. Our website seeks to be the UK's most trusted, helpful and informative source of knowledge about alcohol and alcohol harm, free from any influence from the alcohol industry. Through social media activity, press opportunities, digital platforms and our major initiative Alcohol Awareness Week, we work year-round to ensure that everyone, including those not yet thinking about alcohol harm, can benefit from the information and advice we provide.




## Highlights

- Total website traffic in 2025-26 was 1.3 million (2024-25: 1.28m).
- Our alcohol unit calculator was completed over 335k times, or once every two minutes, 24 hours a day, every day of the year (2024-25: 279k).
- Alcohol Awareness Week (AAW) took place in July 2025 and focused on the theme of 'Alcohol and work'. Across the week, we enabled the public to understand more about how alcohol can affect our ability to work, and its impact on workplaces and the wider economy. 6.3k 'local places' contacts (agencies, Local Authorities, charities and community groups) were subscribed to take part in AAW 2025 (2024: 6.3k).



## Behaviour change

Our behaviour change programme is a package of innovative digital tools that help people to regain control of their alcohol consumption. This can be by trying specific 'challenges' – the Dry January® challenge, Sober Spring and others – or through downloading the Try Dry® app at any time of year. The primary target group for this programme is people who are drinking alcohol heavily and habitually, but who are not yet dependent on alcohol – we're supporting them before they get to that point. We help over 100k people a year in the UK alone. While the solutions to alcohol harm cannot be reduced to only 'individual responsibility', our behaviour change programme empowers people to reset their relationship with alcohol.







### Highlights

- In November 2025, we launched Try Dry® Anytime: Cut Back Challenge – to encourage people to halve their alcohol consumption for four consecutive weeks. By March 2026, 5,910 people had attempted the challenge.
- During the Dry January® challenge, participants using the Try Dry® app globally saved an average of 92 units of alcohol and an average of £120.
- The Dry January® challenge also ran in France, Norway, Switzerland, South Tyrol (North Italy), Austria and the USA through our global partners, helping many more people.
- We strengthened our Try Dry® Local initiative, welcoming Aberdeen, Blaenau Gwent, Monmouthshire and Bolton to the programme.

TRY DRY® ANYTIME CUT BACK

Discover the experiences of individuals exploring and changing their relationship with alcohol on our blog: **alcoholchange.org.uk/about-us/blog**

## Alcohol in the workplace

We seek to create healthier drinking cultures not just through national and community cultural conversation, but also through workplaces. After all, workplaces contain mini-cultures. Ensuring a healthy approach to alcohol harm (prevention and support) can improve workplace wellbeing, safeguarding, inclusivity, productivity and employee engagement. We work with a wide range of clients across the private, public and voluntary sectors.

### Highlights

- We provided training and consultancy services to 30 clients (27 in 2024-25), our highest number of annual clients to date.
- We generated £33,758 of income (£18,000 in 2024-25).
- Our Identification and Brief Advice training for workplaces achieved CPD accreditation.





"Opening up the conversation about alcohol in the workplace is vital — it helps break down stigma, gives workplace reps the tools to support colleagues to seek help when they need it, and creates a safer, healthier working environment for everyone. Working with Alcohol Change UK meant we could bring expert insight and practical advice to our members, helping reps play their part in promoting wellbeing at work." – Anna Kalsi, Trades Union Congress

# Improving alcohol treatment

The alcohol treatment system is an essential part of our broader health system. It includes emergency departments, alcohol care teams in hospitals, NHS addiction services, local authority commissioned treatment services, private treatment and rehabilitation, and mutual aid/peer support services such as Alcoholics Anonymous and SMART Recovery. The fire service, police officers, paramedics, housing services, mental health services, employment advisors and social services also come into frequent contact with people with drinking problems – and can and do make a real difference with their interventions.

Our flagship Blue Light approach helps professionals right across these services to better support those people who have the most serious and embedded alcohol problems, and who often have multiple unmet needs. The Blue Light approach is holistic, multi-disciplinary, assertive, and human. It puts people first and believes in people's potential to change. It shows how services can better engage with these people, so that they are experiencing less harm. We provide learning and development to practitioners and in-depth consultancy support to services and local authorities.

## Highlights

- We developed one new course: Understanding addictive behaviours.
- We secured CPD accreditation for two courses: Becoming a Perimenopause & Menopause Aware Drug & Alcohol Service, and Alcohol Identification and Brief Advice.
- We published the guidance from our National Housing project.
- We worked with 78 local authorities, NHS trusts, treatment providers and charities (74 in 2024-25) and delivered more than 220 direct training courses (230 in 2024-25) attended by more than 5,060 people (5,400 people in 2024-25).
- We received feedback from 933 participants. 99% found the training relevant, highly relevant or very relevant to their needs. 98% would recommend the training to a colleague. Average score for the training courses - 4.75 out of 5. Average score for the trainers - 4.85 out of 5.
- We generated £257,638 of income (2024-25: £386k).







# 2025-26 overview

2025-26 was year two of our new five-year financial strategy, in which we planned to invest significantly from our reserves in order to drive growth in income, in charitable expenditure, and in our impact.

By 2029, we planned to be close to achieving long-term financial sustainability (income and expenditure in balance) with diverse income streams. We expected our reserves to be much lower and our impact to be much higher.

In particular, we planned to invest early, making significant investments at the start of the strategy, with a view to seeing the fruits of that investment sooner. The majority of this growth was planned to be through fundraising, and there is always a delay between investment in fundraising and the returns.

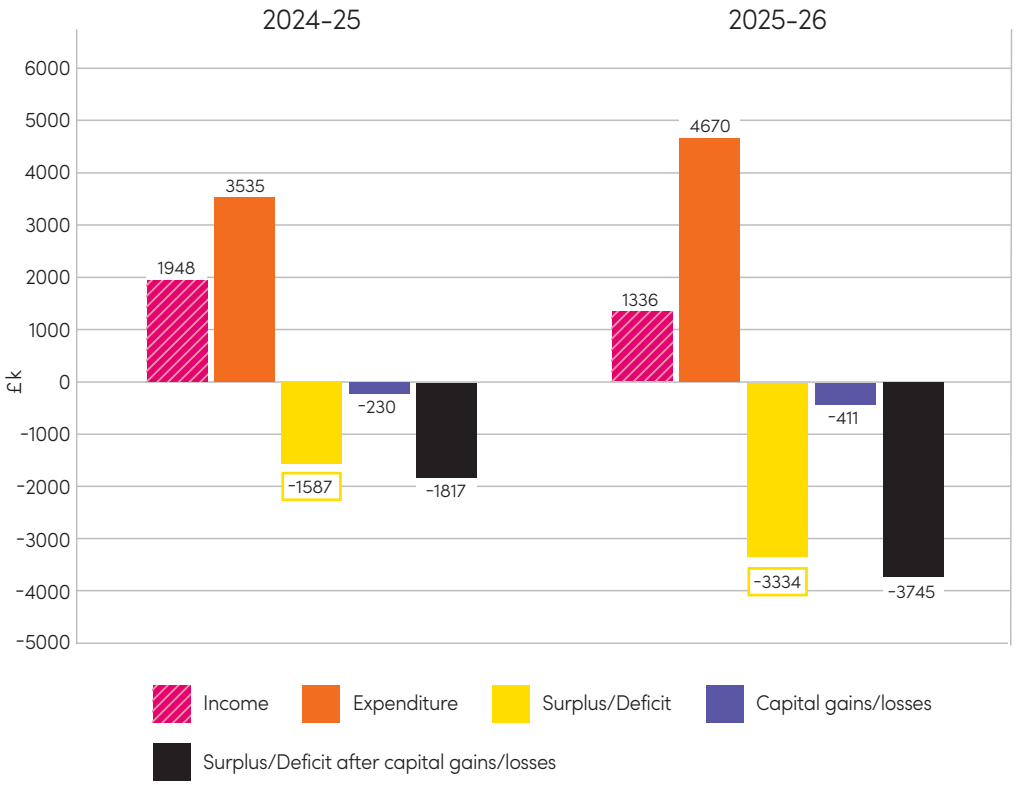
Unfortunately, 2025-26 did not go to plan. After generating £500k less income than we had expected in 2024-25, things went from bad to worse the year after, with £1.36m less income than we planned in 2025-26. We had budgeted for £2.7m in income but only generated £1.34m. With £4.67m in expenditure (after heavy investment in staffing) that meant a very large £3.33m deficit, taking a serious chunk out of our reserves. In addition, our investments experienced capital losses of £411k, further worsening our reserves position.

Our income is back-loaded to the end of the financial year (Q4, Jan to Mar), given much of our income remains Dry January-related, so the problem was first apparent in mid-February 2026. We took immediate action:

- identified the reasons for this situation (primarily over-ambitious income targets and a notable drop in corporate fundraising)
- proposed significant non-staffing costs
- revised income levels for the next five years, utilising independent external advice
- undertook a full restructure, bringing the number of staff posts down from 45 to 27 (a loss of 18 posts).

Note that expenditure this year included a property impairment of £348k, that is, the value of our investment property at Swinton Street was reduced. Accounting rules mean that this has to be categorised as 'expenditure'. Without this change in value of the investment property, our underlying spending was £4.32m and our underlying deficit was £2.98m.

## Summary: 2024-25 and 2025-26



## Income

The Income 2021-2026 chart shows how the make-up of our income has changed over the past five years (excluding property credits).

Between 2021-22 and 2025-26, total investment income (purple) fell by £150k (42%) but income from the other three sources rose from £652k to £1127k, or by £475k (73%). Donations and legacies income (pink) grew from £175k to £453k (up £278k or 159%) and charitable activities income (orange) from £466k to £665k (up £199k or 43%).

The picture, then, is of slowly reducing investment income, more than offset by rapidly growing income from other sources.

However, the chart also shows that, in 2025-26, total income dropped compared to the previous year, for the first time. The main cause was income from charitable activities, with income dropping in particular from both consultancy and training and corporate sponsorship. This fall in income happened at the same time as we were budgeting a very significant jump in income, to £2.7m.

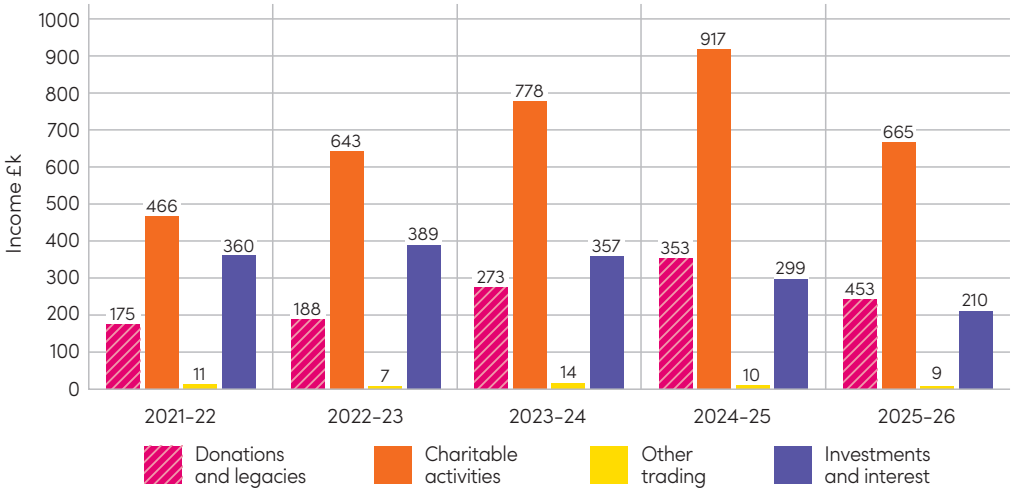
## Spending

The Expenditure 2021-2026 chart shows the three main types of expenditure over the past five years.

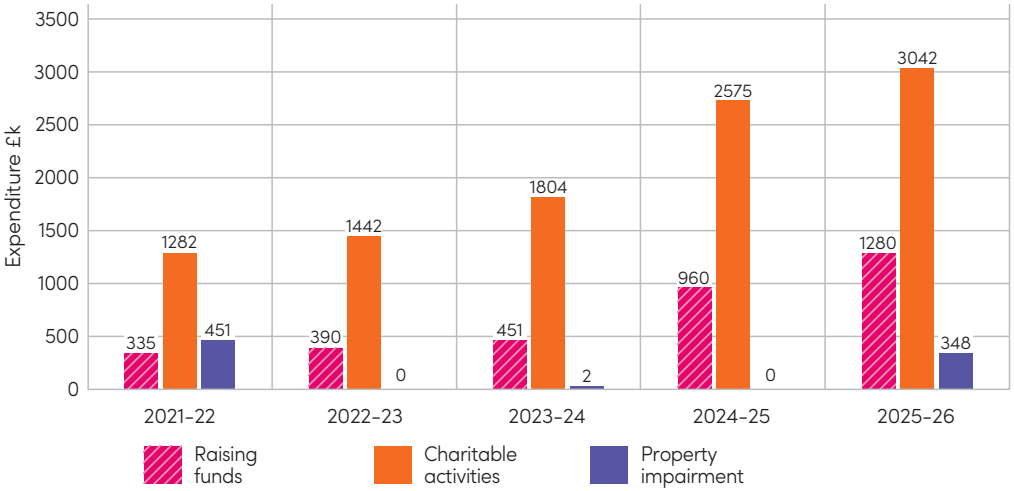
It shows that in 2025-26 we made a very significant investment in charitable expenditure, to £3.04m, more than double our charitable spending from 2021-22. This saw us particularly investing in our engagement work, our behaviour change programme, our information and advice function, our consultancy and training programmes, and our policy and research activities. This growth in charitable expenditure, in absolute terms, means that we are delivering more and more impact, reducing alcohol harm for more people, faster. 65% of our expenditure was on charitable activities.

Expenditure on 'raising funds' includes the cost of managing our investments and our investment property, not just the costs of fundraising activity. Consistent with our strategy, this showed a significant increase from £960k to £1280k, or an increase of £320k (33%) in one year. Clearly, this has not delivered the income that we needed. Our report next year (for 2026-27) will show that we have made significant reductions in our spending.

### Income 2021-26




### Expenditure 2021-26



## Property

The charity owns the ground floor, basement and terrace of 27 Swinton Street, London, WC1X 9NW. We historically rented out the basement to tenants, while using the ground floor as our office. Swinton Street is currently (19 October 2026) empty and on the market for sale or lease. In April 2025, we moved to a new rented office at Unit 7, Finsbury Business Centre Clerkenwell, 40 Bowling Green Lane, London, EC1R 0NE but in July 2026 we moved out and transferred to full remote working as a cost-saving measure.

## Investment income and value

The vast majority of our reserves are held in investments or high-interest cash accounts. The investments generate two sorts of returns: investment income and capital gains (or losses). In 2025-26 our investment income (plus interest) was £210k (£300k in 2024-25), which constituted 15.7% of our total income (18.9% in 2024-25 excluding property credit).

The value of our listed investments on 31 March 2025 was £3,870,464 (31 Mar 2025: £6,341,823; 31 Mar 2024: £9,537,579; 31 Mar 2023: £8,684,354; 31 Mar 2022: £10,522,409; 31 Mar 2021: £10,517,112; 31 Mar 2020: £10,109,280; 31 Mar 19: £11,836,726) excluding cash in our bank accounts.

This substantial drop of over £2.47m over the last year was driven mainly by very large 2025-26 deficit, which was funded by sale of our investment units, and partly by a significant drop in the value of our investment unit price from 298.46 pence per unit on 1 Apr 2025 to 269.59 pence per unit on 31 Mar 2026, as shown below. In recent months, unit values have recovered somewhat, with the unit price £293.75 on 19 Oct 2026.

**Investment income and value. From 01 April 2025 - 31 March 2026**



## Investment management

Our investment policy and investment management arrangements were completely overhauled in 2021. The board reviewed our investment policy, strategy, and ethics; and retendered the management of our investments. In June 2021, we agreed our new investment objective: to generate a minimum total return of inflation (CPI) plus 4% per annum after fees over five-year rolling periods using a total return model. Having considered the charity's reliance on public support, the Board decided to significantly strengthen its environmental and ethical approach by avoiding investments in any company with over 5% of its income from:

- Alcohol: production, wholesale or retail
- Tobacco: production, wholesale or retail
- Weapons production
- Gambling operations
- Pornography and violent material
- Fossil fuel exploration, extraction, and processing
- Animal testing and intensive farming.

Finally in 2021, the board retendered its investment management, in line with good practice, as this had not been done for ten years. As a result of that exercise, the board agreed in September 2021 to appoint CCLA to manage its investment funds. The transfer process from Investec to CCLA was completed by August 2022.

## Future financial plans

Our new financial strategy (2024-29) was to spend down our reserves more confidently, to around 12-18 months of expenditure by the end of the strategy 31 March 2029. This major investment from our reserves was to be used to drive additional impact (reaching more people and reducing alcohol harm faster) and to accelerate our financial growth so that, by the financial year 2028-29, we had a total income of £4m to £5m, were more or less in a breakeven position, and were spending significantly more in absolute terms on charitable expenditure.

However, the serious financial situation in 2025-26 has forced us to look again at this. While the fundamental strategy of investing to grow is sound, the pace will need to be slower and the total scale of growth will not be so high (more like reaching £3m by 2031). We are also not likely to reach breakeven until 2030-31 (two years later than planned) and with reserves closer to six months of expenditure.

## Reserves policy

Given our new financial position, we have revised our reserves policy. Our new approach (agreed 13 October 2026) is to spend down our reserves to no more than 6 months and no less than 3 months of expenditure by 31 March 2031. Currently, our reserves are above this level, in line with our financial strategy, and are being reduced significantly each year.

On 31 March 2026, our free reserves, defined as investments (incl investment property) plus net current assets less restricted funds, were £5,920,523, or 15 months' expenditure. On 31 March 2025, they were £8,234,288, or 28 months of expenditure. On 31 March 2024, free reserves were £10,380,464 (55 months); on 31 March 2023 they were £10,459,895 (69 months); and on 31 March 2022 they were £11,356,172 (66 months). This shows that reserves fell significantly in 2025-26.

## Going concern

The board has thoroughly assessed the charity's ability to continue as a going concern for the foreseeable future, including a major review in July 2025 for financial plans to after 2030 and significant cost reductions between March and September 2026. We have considered a wide spectrum of internal and external risks, including external shocks, operational plans, budgets, and financial forecasts including cash-flow and the reserves. The board is fully satisfied that the charity is a going concern for the next 12 months.



"I'm running on behalf of Alcohol Change UK because it does great work. I spent years trying to cut down on my own drinking, but it always crept back up. I'm lucky enough that I changed my relationship with alcohol in time, but many are still struggling, so supporting this cause is so important to me." - Gillian, fundraiser for Alcohol Change UK



"Jumping out of a plane at 15,000ft when I'm scared of heights and had never been on a plane before was absolutely terrifying but doing it for Alcohol Change UK in honour of my dad who passed away made every second so meaningful. Although I was petrified, the skydive itself was unforgettable."
- Loren, fundraiser for Alcohol Change UK




Reducing alcohol harm will make an important contribution to helping people across Britain be happier and healthier.

# How we are run

Alcohol Change UK is a registered charity that exists to reduce alcohol harm in the UK. We are governed by a board of 11 trustees (on 19 October 2026) and employ a professional staff team of 27 (on 19 October 2026) to deliver our work. We engage with thousands of other people who support the cause of reducing alcohol harm.

## Our purpose and public benefit

Our objects (our official charitable purpose as set out in our governing document) are "The reduction of alcohol-related harm to individuals, families and communities." We work for a society that is free from the harm caused by alcohol. We prioritise the reduction of alcohol harm in the UK although our objects do not limit us to working in the UK.

We actively refer to the Charity Commission's guidance on public benefit when reviewing the charity's strategy and aims, and in planning and delivering activities. Alcohol Change UK exists to benefit the entire UK population by undertaking charitable activities which help to reduce alcohol harm for people across the UK. Our charitable activity is diverse and freely accessible to a broad public audience, not least the Dry January® challenge and our engaging and accessible public-facing website.

## Our values

We seek to live by and hold ourselves accountable against these three values, every day.

**Truthful.**
We seek and tell the truth.

**Compassionate.**
We care deeply about everyone seriously harmed by alcohol, whoever they are.

**Ambitious for change.**
We are optimistic and determined.

A central part of our work is influencing policy and regulations so that alcohol harm can be reduced. However, we are not party political. We work across all political parties. Our staff and trustees will have a wide range of personal political affiliations. We are fully inclusive and we are here for everyone.

## Governance and leadership

### Board

We are governed by a Board of Trustees who are all volunteers and who, collectively, have expertise in senior management, income generation, communications, law, influencing policy, academic research and addiction. Many of them have professional expertise in alcohol issues and/or personal experiences of alcohol harm and all of them are deeply committed to reducing alcohol harm. The trustees set the overall direction and strategy of Alcohol Change UK and appoint the Chief Executive Officer. They support and challenge the chief executive officer and monitor the charity's performance against its agreed strategies, plans and goals. Board members work collectively, such that decisions of the board, once made, are supported by all board members. The board regularly assesses itself against the Code of Good Governance and works to constantly develop and improve its performance. Full board meetings occur five times a year.

**Trustees, Members and Directors**

Our memorandum and articles of association (our legal governing document) allow a minimum of 3 and a maximum of 15 trustees at any one time. On 1 April 2025, we had 12 trustees. During the year, four trustees stepped down and none were recruited, so on 31 March 2026 we had eight trustees. SInce the financial year-end 31 March 2026, four new trustees have been recruited and one has stepped down, so on 19 October 2026, we have 11 trustees. Trustees may serve a maximum of three terms, the first of which is randomly set as three or four years (to stagger term lengths when recruiting multiple trustees at one time), with subsequent terms always three years. The charity has 'members', who are the trustees, and we are also a charitable company, with our trustees being the Directors of the company.

**Recruitment, induction and development**

Trustees are recruited using an open recruitment process. Vacancies are widely advertised and we work hard to broaden the diversity of our board. Applicants submit a CV and cover letter and are interviewed. Appointments are made following necessary eligibility checks. New trustees receive a thorough induction process, consisting of opportunities to meet the staff team, discuss the charity in-depth with the CEO, a full induction pack of key documents, and a training session on the roles and duties of trustees. Trustees are also offered opportunities for ongoing learning and development, both through collective sessions provided to the board as a whole and through a trustee training budget.

**Sub-committees**

During the year we operated four sub-committees to support and challenge the executive team in more depth than is possible at full board meetings. Sub-committees do not generally have delegated decision-making powers but may recommend a course of action or a decision to the full board. The exception to that is that sub-committees may take decisions to approve certain operational policies, while ensuring that the full board retains control of certain key policies.

- The research and policy (RP) sub-committee oversees our research programme and influencing activity.
- The impact and income development (IID) sub-committee oversees fundraising, communications, behaviour change, and consultancy and training.
- The finance, audit, investment and risk (FAIR) sub-committee oversees finance, audit, risk, facilities and investment.
- The governance and people (GP) sub-committee oversees governance and HR matters, including leading on trustee and CEO recruitment.

## Responsibilities and delegation

The strategic management of Alcohol Change UK is entrusted to the board of trustees and the responsibility for implementing strategy and for day-to-day management is delegated to the chief executive. The chief executive in turn delegates authority to their team and through them to individual budget-holders and team members. This is set out in a detailed delegation of authority policy which is regularly reviewed (last review December 2024)..

## Executive team

An executive team is formed by the Chief Executive Officer, if they wish, in order to advise them and to ensure different teams across the charity are working as a coordinated single team. As of 19 October 2026, the executive team consisted of six staff: the CEO, Director of the Wales Office, Executive Director of Income, Director of Communications and Influencing, Head of Finance, and Head of Office, People and Governance.

## Conflicts of interest

We have in place a clear conflicts of interest policy and follow it closely. At each full board meeting, trustees and the executive team update the written declaration of all their interests outside the charity and are asked to declare any potential conflicts with any item on the meeting agenda. We have a clear policy on accepting funds, including not accepting funds from the alcohol industry. All trustees and senior staff also declare all related parties, to allow for the identification of potential related party transactions.

## Expertise and advice

Alcohol Change UK is fortunate to have thousands of supporters who want to reduce alcohol harm. We listen to them on a wide range of matters, through large-scale surveys and in-depth pieces of advice on specific issues. We also access professional advice as needed, for example from lawyers, HR advisors, and digital experts.



## Staffing

On 1 April 2026 the charity employed 42 staff (with 2 vacant posts) and on 19 October 2026 we employed 27 staff. All staff are supported to develop personally and professionally, and we work hard to build and maintain a positive, flexible, warm and dynamic working culture. We undertake an annual staff survey to assess any areas where further improvement may be needed and we support our line managers to ensure they have the skills and confidence to line manage their teams well.




## Pay policy

Alcohol Change UK has in place a fair, transparent pay and grading policy with defined grades for each role and defined pay points for all staff, excluding the CEO (see Chief Executive Officer's pay below). Pay levels are benchmarked annually against similar roles for similar-sized charities, in London and Cardiff respectively. The charity seeks to pay at the median of the benchmarked range. Posts are graded according to a published job evaluation system. There are five pay points within each grade and staff pay points are reviewed annually based on personal learning and development, and market competition for that type of post. Annually, the Board determines how salaries should be adjusted to reflect changes in the cost of living, with a general policy of matching the November rate of the consumer prices index including housing (CPIH), applied from 1 April, where finances allow. Employees receive pension contributions equivalent to 6% of gross salary in addition to salaries, alongside other benefits including life assurance and an annual leave trading system.

**Chief Executive Officer's pay**

It is the board's policy to pay its Chief Executive in line with (i) the profile and complexity of Alcohol Change UK, (ii) the range of skills and capability expected of our CEO, (iii) the scale of financial and human resources and risks being managed, (iv) the job market for similar posts, and (v) practical issues such as the location of our head office. The Board benchmarks the CEO's pay annually against the ACEVO salary survey. Given the national profile of the charity and the Dry January® challenge; our role in national policymaking; the considerable assets of the charity; the complexity and range of our strategy; the depth, breadth and seniority of relationships managed; and our London Head Office; we currently benchmark against the average salary of the upper quartile of charities with an income of £5m–£9.99m in the ACEVO survey.

We generally seek to ensure that CEO pay is within a range no less than 2.5% below and no more than 2.5% above this figure. In undertaking this exercise, the sub-committee takes into account the CEO's performance, the charity's performance and the charity's financial context. The CEO, like all staff, generally receives the annual cost of living adjustment each April, unless the Board decides otherwise. The Board retains absolute discretion to set CEO pay outside these limits.

CEO pay was last reviewed in March 2026. The ratio of the chief executive's salary to the median full-time-equivalent salary within the charity was 2.5:1 (24-25: 2.5:1) and to the lowest full-time-equivalent salary within the charity was 4.3:1 (24-25: 4.4:1).



## Equality, diversity and inclusion

One of our three core values is compassion: caring about everyone who might experience alcohol harm, whoever they are. Equality and inclusivity are therefore central to who we are. We believe that diversity, in its fullest sense, is a fundamental part of achieving real equality and inclusion. And we want everyone who works for the charity to feel that they belong.

We have made positive efforts to diversify both our board and staff team over the past year. A confidential 2025 staff survey showed our staff team to be more diverse than the general population in terms of gender identity, ethnicity, and neurodiversity but less diverse on age, religion, sexual orientation and (dis)ability. We employ more women than men. A similar survey of our board (also 2025) showed that in most areas monitored, Alcohol Change UK's board is becoming more diverse than in previous years with better representation in terms of age, sexual orientation, ethnicity and neurodiversity. Our board survey indicated lower diversity than the general population with regards to (dis)ability. More than half of our staff team and 100% of our board identified as having personal experience of alcohol harm.

In recent years, all staff and trustees have been offered training in unconscious bias and inclusion. We have in place both a dynamic and well-considered anti-racism action plan and a broader equality, diversity, inclusion and belonging action plan; and are actively implementing these plans and holding ourselves accountable for progress against them. These include accepting the historic role of organisations like ours in perpetuating inequalities and discrimination, and the need for fundamental change if we are to live up to our values and be genuinely anti-racist.



## Managing risk

As a charity, we do not seek to avoid risk. We focus on maximising impact. We seek to understand what risks we might face and how best to manage them. In 2019-20 we adopted a new, robust approach to risk management, accompanied by a comprehensive and dynamic risk register. Risks are classified by level: (A) full board level, (B) sub-committee level, (C) executive level and (D) operational risks. Our executive team considers whether any new risks have emerged at least once a quarter and reviews the full risk register annually. Each sub-committee undertakes a full review of the A to C risks within its remit annually, and the full board reviews the whole register annually. The overall process of risk management is overseen by the finance, audit, investment, and risk sub-committee.

### Our key risks

The register was fully reviewed and approved by the board at its meeting on 6 July 2026. The register contained 9 A-level risks, 35 B-level risks and 35 C-level risks: a total of 79 risks at level C or above. The table shows the four highest scoring risks with the biggest jumps in annual risk score.

| Risk description (what could happen) | Level of impact (I) | Probability (P) | IxP | Change | Reason for change | Mitigations in place |
|---|---|---|---|---|---|---|
| Difficulty delivering long-term sustainability as income significantly differs from five-year rolling budget | 5 | 5 | 25 | +10 | This has been increased to a 5 for probability, given the 25-26 income challenges. | Reducing income targets significantly. Reducing staffing and non-staffing costs significantly. Even tighter monthly assessment of income. |
| We lack a viable and realistic plan to reduce deficits quickly enough | 5 | 4 | 20 | +16 | The probability has been increased from a 1 to a 4, and the impact from 4 to 5, given the reserves level. | The reductions in staffing and non-staffing costs will reduce the deficit, especially so in 27-28. We will assess whether more work is needed once we know the 26-27 income position. |
| Reserves level falls below planned level due to reduction in investment value or larger deficits for longer than planned | 3 | 5 | 15 | +9 | The probability of this has been increased from 2 to 5. Our reserves levels are much lower at this point than we intended them to be, leaving us exposed in relation to the level of reserves required to service the deficits until breakeven. | There is a limited amount we can do about our investment performance, other than continue to hold our investment manager to account. Moving to another provider risks materialising the losses. Our plan for deficits is summarised in the risk above. |
| Our ability to deliver our strategy is compromised by fewer staff | 3 | 5 | 15 | +15 | New risk added. This risk is inevitable given the significant restructure and loss of staff. | This is not a binary risk: 'deliver the strategy, or don't'. The new staffing plan enables us to deliver a significant proportion of the original strategy, but with changes to the scale/degree |

## Compliance

### Safeguarding and whistleblowing

We take our responsibility to provide a safe workplace extremely seriously. We work very hard to offer a positive, warm and friendly working environment, with a clear process for staff to raise concerns if they feel they are not being treated properly. We have a named Safeguarding Officer. We had no reportable health and safety or safeguarding incidents in the year.

We also take very seriously our responsibility to those we support, whether through information on our website, through contact with staff or trustees, or through the Try Dry® app and the Dry January® Challenge. All staff and board members are DBS checked. Relevant website content is accuracy-checked prior to publication. Our Try Dry® app and the broader Dry January® Challenge messaging contain repeated messages that anyone who experiences symptoms of alcohol withdrawal should not stop drinking suddenly and should seek immediate medical attention. We have had no reports of any medical emergencies resulting from the Dry January® Challenge or our other support services, but we work to continually enhance our messaging to reduce such risks further.

### Data protection

We have a named Data Protection Officer and high data protection standards. Staff receive training on data protection at least annually and on cyber-security multiple times a year. Clear processes are in place and frequently communicated. We had no reportable data incidents during the 2025-26 financial year.

### Fundraising

Many people actively want to reduce alcohol harm, and we make it as easy as possible for them to do so in ways that work for them. We pride ourselves on very high fundraising ethics. In 2025-26, we had 0 fundraising complaints. We run our own fundraising processes, enabling us to keep control and maintain standards, and do not outsource public fundraising to agencies. We are members of Remember A Charity, joining forces with over 200 other charities to encourage people to consider leaving a gift to a charity in their Will. We do not currently undertake telephone, door-to-door or face-to-face fundraising, but should we do so in future, would ensure we have robust policies in place to protect any vulnerable person we encounter. Any postal and email fundraising appeals are limited; and are only sent to contacts who are existing supporters and/or where we have full permission to contact. We are members of the Fundraising Regulator and work within the Code of Fundraising Practice.

### Memberships

We are an external-facing organisation that collaborates deeply with others. During the financial year, we were members of Charity Comms, the National Council for Voluntary Organisations, Eurocare (the European Alcohol Policy Alliance), the Alcohol and Families Alliance, and the Alcohol Health Alliance.

## Statement of responsibilities of the trustees

The trustees, who are trustees of Alcohol Research UK for the purposes of charity law, are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company and charity law requires the directors and trustees (who are one and the same) to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departures being disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with regulations made under the Companies Act 2006 and the Charities Act 2011. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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In so far as the trustees are aware:

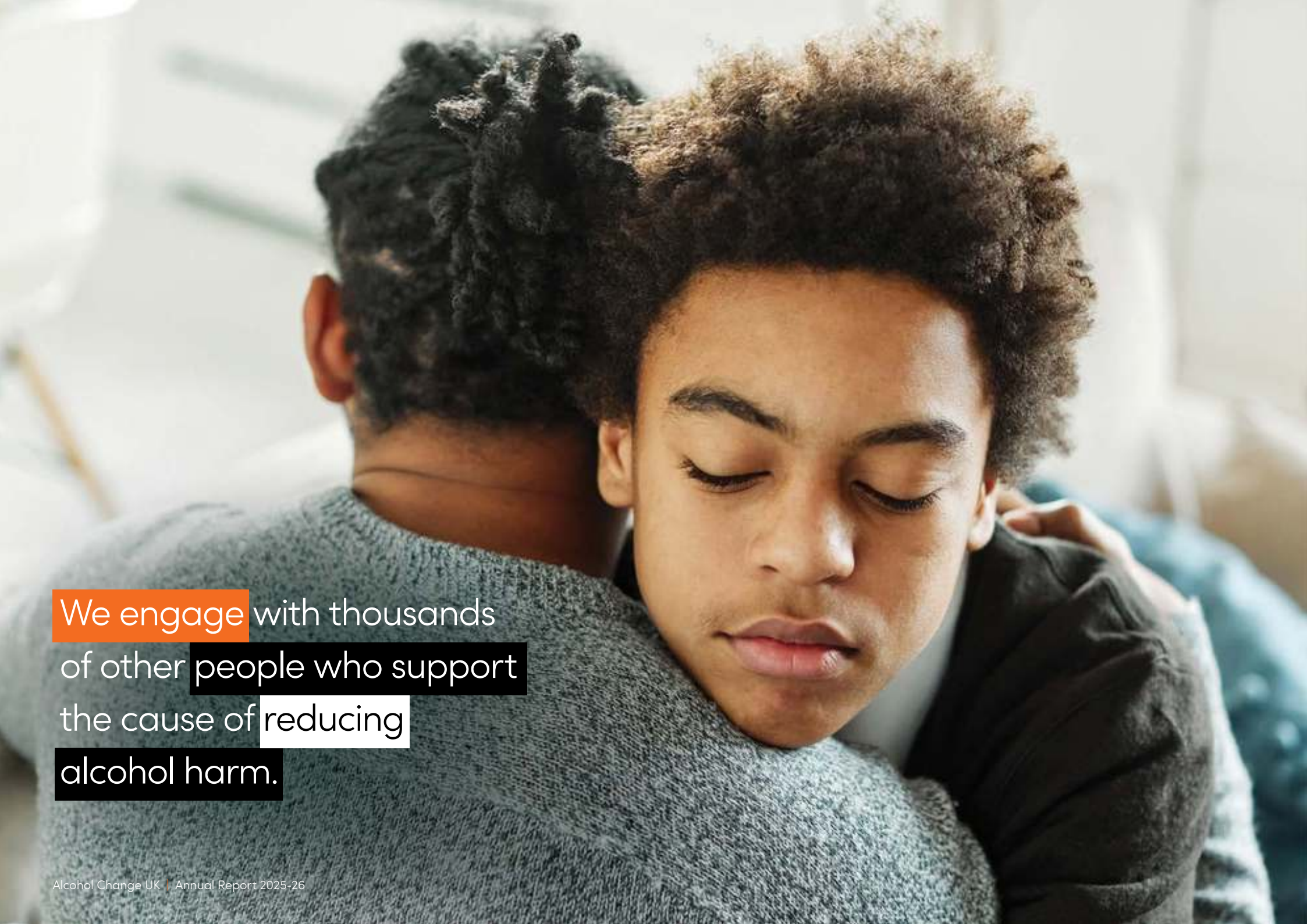
- There is no relevant audit information of which the charitable company's auditor is unaware; and
- They have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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.

Approved by the Board of Trustees on 19 October 2026 and signed on their behalf by

M P Urwin

**Mick Urwin**
Chair of the Board of Trustees


We engage with thousands
of other people who support
the cause of reducing
alcohol harm.

# Report of the independent auditors to the members of Alcohol Research UK

## Opinion

We have audited the financial statements of Alcohol Research UK (the 'charity') for the year ended 31 March 2026 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2026 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Charities Act 2011.

## 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 charity 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 charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

## Other information

The other information comprises the information included in the annual report 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 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.

## Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

## Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees 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 charity'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 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 144 of the Charities Act 2011 and report in accordance with the Act 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.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

We obtained an understanding of the legal and regulatory framework applicable to both the company itself and the industry in which it operates. We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience and through discussion with the directors and other management. The most significant were identified as the Companies Act 2006, UK GAAP (FRS102) and relevant tax legislation.

We considered the extent of compliance with those laws and regulations as part of our procedures on the related financial statements. Our audit procedures included:

- making enquiries of directors and management as to where they consider there to be a susceptibility to fraud and whether they have any knowledge or suspicion of fraud;
- obtaining an understanding of the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;
- assessing the design effectiveness of the controls in place to prevent and detect fraud;
- assessing the risk of management override including identifying and testing journal entries;
- challenging the assumptions and judgements made by management in its significant accounting estimates.

Despite the audit being planned and conducted in accordance with ISAs (UK) there remains an unavoidable risk that material misstatements in the financial statements may not be detected owing to inherent limitations of the audit, and that by their very nature, any such instances of fraud or irregularity likely involve collusion, forgery, intentional misrepresentations, or the override of internal controls.

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

## Other matters

Your attention is drawn to the fact that the charity has prepared financial statements in accordance with "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has now been withdrawn.

This has been done in order for the financial statements to provide a true and fair view in accordance with current Generally Accepted Accounting Practice.

## Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Martin Gurney FCA (Senior Statutory Auditor)

For and on behalf of Haines Watts Swindon Limited, Statutory Auditor
Chartered Accountants
Old Station House
Station Approach
Swindon
Wiltshire
SN1 3DU

Date: 13/11/26

Haines Watts Swindon Limited is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

## **Statement of financial activities** (incorporating an income and expenditure account).
## For the year ended 31 March 2026

| | Note | Unrestricted £ | Restricted £ | 2026 **Total £** | Unrestricted £ | Restricted £ | 2025 Total £ |
|---|---|---|---|---|---|---|---|
| **Income from:** | | | | | | | |
| Donations and legacies | 2 | 452,963 | - | **452,963** | 352,602 | - | 352,602 |
| Charitable activities: | 3 | | | | | | |
| Research | | - | 72,853 | **72,853** | - | 63,274 | 63,274 |
| Engagement | | - | - | **-** | - | - | - |
| Policy and influencing | | 15,421 | 61,925 | **77,346** | 22,659 | 53,783 | 76,442 |
| Culture shift | | - | 47,355 | **47,355** | - | 41,129 | 41,129 |
| Information and advice | | 31 | - | **31** | 32 | - | 32 |
| Behaviour change | | 182,553 | - | **182,553** | 331,352 | - | 331,352 |
| Improving alcohol treatment | | 255,638 | - | **255,638** | 386,044 | - | 386,044 |
| Alcohol in the workplace | | 29,393 | - | **29,393** | 18,304 | - | 18,304 |
| Other trading activities | 4 | 9,178 | - | **9,178** | 9,733 | - | 9,733 |
| Investments | 5 | 209,558 | - | **209,558** | 299,231 | - | 299,231 |
| Other income | | - | - | **-** | 1,000 | - | 1,000 |
| Property credit | 14 | - | - | **-** | 368,953 | - | 368,953 |
| **Total income** | | 1,154,735 | 182,133 | **1,336,868** | 1,789,910 | 158,186 | 1,948,096 |
| **Expenditure on:** | | | | | | | |
| Raising funds | | | | | | | |
| Donations and legacies | | 1,257,069 | - | **1,257,069** | 943,397 | - | 943,397 |
| Investment management costs | | 22,845 | - | **22,845** | 17,099 | - | 17,099 |
| Charitable activities: | | | | | | | |
| Research | | 227,748 | 77,453 | **305,201** | 220,907 | 68,946 | 289,853 |
| Engagement | | 237,194 | - | **237,194** | 170,923 | - | 170,923 |
| Policy and influencing | | 312,079 | 60,085 | **372,164** | 307,226 | 51,691 | 358,917 |
| Culture shift | | 175,085 | 44,594 | **219,679** | 125,923 | 38,749 | 164,672 |
| Information and advice | | 206,505 | - | **206,505** | 161,936 | - | 161,936 |
| Behaviour change | | 930,670 | - | **930,670** | 869,823 | - | 869,823 |
| Improving alcohol treatment | | 616,005 | - | **616,005** | 441,859 | - | 441,859 |
| Alcohol in the workplace | | 154,117 | - | **154,117** | 116,670 | - | 116,670 |
| Other expenditure: | | | | | | | |
| Loss on disposal of fixed assets | 14 | - | - | **-** | 236 | - | 236 |
| Impairment cost | 14 | 348,477 | - | **348,477** | - | - | - |
| **Total expenditure** | 6a / 6b | 4,487,794 | 182,133 | **4,669,927** | 3,375,999 | 159,386 | 3,535,385 |
| **Net (expenditure) before (losses)/gains on investments and before investment property revaluations** | | (3,333,059) | - | **(3,333,059)** | (1,586,089) | (1,200) | (1,587,289) |
| Net (losses)/gains on investments | 16 | (411,359) | - | **(411,359)** | (245,756) | - | (245,756) |
| Gain/(loss) on revaluation of investment property | 17 | - | - | - | 15,386 | - | 15,386 |
| **Net (expenditure) for the year** | 9 | (3,744,418) | - | **(3,744,418)** | (1,816,459) | (1,200) | (1,817,659) |
| **Reconciliation of funds:** | | | | | | | |
| Total funds brought forward | | 9,794,527 | - | **9,794,527** | 11,610,986 | 1,200 | 11,612,186 |
| **Total funds carried forward** | 20a/20b | 6,050,109 | - | **6,050,109** | 9,794,527 | - | 9,794,527 |

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 20 to the financial statements

## Balance sheet (Company no. 07462605)
## As at 31 March 2026

| | Note | 2026 £ | 2026 £ | 2025 £ | 2025 £ |
|---|---|---|---|---|---|
| **Fixed assets:** | | | | | |
| Tangible assets | 14 | | **12,666** | | 1,421,563 |
| Intangible assets | 15 | | **116,920** | | 138,676 |
| Investments | 16 | | **3,870,464** | | 6,341,823 |
| Investment property | 17 | | **1,550,000** | | 490,300 |
| | | | **5,550,050** | | 8,392,362 |
| **Current assets:** | | | | | |
| Stock | | **10,310** | | 10,601 | |
| Debtors | 18 | **462,840** | | 565,200 | |
| Cash at bank and in hand | | **399,213** | | 1,167,029 | |
| | | **872,363** | | 1,742,830 | |
| **Liabilities:** | | | | | |
| Creditors: amounts falling due within one year | 19 | **(372,304)** | | (340,665) | |
| **Net current assets** | | | **500,059** | | 1,402,165 |
| **Total net assets** | | | **6,050,109** | | 9,794,527 |
| **The funds of the charity:** | 20a / 20b | | | | |
| Restricted income funds: | | | **-** | | - |
| Unrestricted income funds: | | | | | |
| General funds | | | **6,050,109** | | 9,794,527 |
| **Total charity funds** | | | **6,050,109** | | 9,794,527 |

Approved by the board of directors on 19 October 2026 and signed on their behalf by:



Mick Urwin
Chair of the Board of Trustees

The notes on pages 41 to 62 comprise part of these financial statements.

## Statement of cash flows
## For the year ended 31 March 2026

| | Note | 2026 £ | 2026 £ | 2025 £ | 2025 £ |
|---|---|---|---|---|---|
| **Cash flows from operating activities** | | | | | |
| Net (expenditure) for the reporting period (as per the statement of financial activities) | | **(3,744,418)** | | (1,817,659) | |
| Depreciation and revaluation on tangible fixed assets | 14 | **337,198** | | (337,301) | |
| Loss on disposal of fixed assets | 14 | **-** | | 236 | |
| Amortisation of Intangible fixed assets | 15 | **67,694** | | 72,691 | |
| Losses on revaluation of investments | 16 | **411,359** | | 245,756 | |
| (Gains) on revaluation of investment property | 17 | **-** | | (15,386) | |
| (Profit)/loss on the disposal of fixed assets | | **-** | | - | |
| Dividends, interest and rent from investments | 5 | **(209,558)** | | (299,231) | |
| Decrease/(increase) in stocks | | **290** | | (6,345) | |
| Decrease/(increase) in debtors | 18 | **102,361** | | (196,657) | |
| Increase (decrease) in creditors | 19 | **31,639** | | (44,133) | |
| **Net cash used in operating activities** | | | **(2,963,435)** | | (2,398,029) |
| **Cash flows from investing activities:** | | | | | |
| Dividends, interest and rent from investments | 5 | **209,558** | | 299,231 | |
| Purchase of tangible fixed assets | 14 | **(28,001)** | | (5,718) | |
| Proceeds from sale of fixed assets | 14 | **-** | | - | |
| Purchase of intangible fixed assets | 15 | **(45,938)** | | (59,625) | |
| Proceeds from sale of investments | 16 | **2,060,000** | | 2,950,000 | |
| **Net cash provided by investing activities** | | | **2,195,619** | | 3,183,887 |
| **Change in cash and cash equivalents in the year** | | | **(767,816)** | | 785,858 |
| Cash and cash equivalents at the beginning of the year | | | **1,167,029** | | 381,171 |
| **Cash and cash equivalents at the end of the year** | | | **399,213** | | 1,167,029 |

Alcohol Change UK has not provided an analysis of changes in net debt as it does not have any long-term financing arrangements.

## Notes to financial statements
## For the year ended 31 March 2026

### 1. Accounting policies

**a) Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charitable company meets the definition of a public benefit entity under FRS 102.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

Key judgements that the charitable company has made which have a significant effect on the accounts include estimating the liability from multi-year grant commitments.

Key assumptions and estimations were made from external professional parties for the significant transactions relating to building impairments and investment property gains/(losses).

The board of directors do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

**b) Going concern**

The board of directors consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. The charity has cash reserves of **£399,213** (2025: £1,167,029) and net assets of **£6,050,109** (2025: £9,794,527).

More information on this is provided in the Trustees' Annual Report.

**c) Income**

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

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

**d) Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

**e) Fund accounting**

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

**f) Expenditure and irrecoverable VAT**

Expenditure and irrecoverable VAT Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose and investment manager fees.
- Expenditure on charitable activities includes the costs of our programmes: research, engagement, policy and influencing, culture shift, information and advice, behaviour change, improving alcohol treatment and alcohol in the workplace, undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

## Notes to financial statements
## For the year ended 31 March 2026

**g) Allocation of support costs**

Wherever possible resources expended are attributed to the particular activity where the cost relates directly to that activity. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Support costs include all expenditure not directly related to charitable activities: general office and administrative costs, information technology, finance, HR, premises and governance. Governance costs are those incurred in the governance of the charity and are primarily associated with the constitutional and statutory requirements and strategic management of the charity's activities.

Support costs, including governance, are apportioned to expenditure on raising funds and expenditure on charitable activities on the following basis, which is an estimate based on staff time attributable to each activity.

| | **2026** | 2025 |
|---|---|---|
| • Raising funds | **29%** | 25% |
| • Research | **5%** | 6% |
| • Engagement | **9%** | 9% |
| • Policy and influencing | **10%** | 12% |
| • Culture shift | **5%** | 5% |
| • Information and advice | **7%** | 7% |
| • Behaviour change | **17%** | 21% |
| • Improving alcohol treatment | **13%** | 11% |
| • Alcohol in the workplace | **5%** | 4% |

**h) Grants payable**

Grants which have been authorised and paid are included as expenditure in the Statement of Financial Activities. Grants which have been authorised but not yet paid are accrued in the balance sheet and are included within creditors falling due within one year or after one year (as appropriate).

**i) Tangible fixed assets**

Tangible fixed assets Items of equipment are capitalised where the purchase price exceeds £1,000 on initial acquisition and included in the balance sheet at cost or valuation including costs attributable to bringing the assets into working condition for their intended use. Expenditure which enhances the tangible fixed assets is capitalised at cost. Fixed assets donated for the charity's own use are capitalised at their current value.

Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. The building is defined as a mixed-use property as it is partly used for charitable activity, and partly leased out as an investment. The proportion held for charity use is recognised at historic cost less impairment, and the proportion held for investment is recognised at market value as described in note 1(n).

During the year the building (ground floor) and land were reclassified as an investment property.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

| | |
|---|---|
| • Land | Not depreciated |
| • Leasehold property | 50 years |
| • Office equipment | 3 years |
| • Furniture & fixtures | 3 years |
| • Software | 3 years |

**j) Intangible fixed assets**

Intangible fixed assets comprise software development costs incurred in updating, developing and improving the charity's 'Dry January®' and 'Try Dry®' software application.

Amortisation is provided at a rate calculated to write down the cost of this asset to its estimated residual value over its expected useful life. The amortisation rate in use is as follows:

| | |
|---|---|
| • Software Development | 5 years |

**k) Operating leases**

Rental charges are charged on a straight-line basis over the term of the lease.

## Notes to financial statements
## For the year ended 31 March 2026

**l) Investment income**

Investment income comprises interest and dividends receivable in the year and rental income from the investment property and is shown inclusive of recoverable tax.

**m) Listed investments**

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

**n) Investment properties**

Investment properties are measured initially at cost and subsequently included in the balance sheet at fair value. Investment properties are not depreciated. Any change in fair value is recognised in the statement of financial activities. The valuation method used to determine fair value will be stated in the notes to the accounts.

**o) Stock**

Stock consists of purchased goods for resale and is valued at a lower of cost and net realisable value.

**p) Debtors**

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

**q) Cash and cash equivalents**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**r) Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**s) Financial instruments**

The charity only 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 their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**t) Foreign exchange transactions**

Transactions in foreign currencies are translated at rates prevailing at the date of the transaction. Balances denominated in foreign currencies are translated at the rate of exchange prevailing at the year end.

**u) Pensions**

The pension cost charge represent contributions payable under the scheme by the charity to the fund. The charity has no liability under the scheme other than for the payment of those contributions.

**v) In kind donated goods or services**

Under Charity SORP FRS 102, in kind donated goods or services are recognised when:

1. It is probable the economic benefit will flow to the charity
2. The value can be measured reliably
3. The charity has entitlement to the gift

## Notes to financial statements
## For the year ended 31 March 2026

**w) Government grant income**

Government grants are recognised in the Statement of Financial Activities (SoFA) when there is reasonable assurance that the charity will comply with the conditions attached to them and that the grant income will be received.

Grant income relating to expenditure are recognised as income over the periods in which the related costs are incurred. Where grants are received in advance of the related expenditure, they are deferred and recognised in future accounting periods.

Government grants are accounted for on an accruals basis and are classified as restricted or unrestricted income according to the terms of the funding agreement.

The charity receives a government grant, defined as funding, from the Welsh Government, to fund charitable activities. This grant is recognised as income over the period necessary to match income with related costs for which they are intended to compensate.

**x) Redundancy and termination payments**

Termination benefits, including redundancy and settlement payments, are recognised as an expense when the charity is demonstrably committed to either:

- terminating the employment of an employee or group of employees before the normal retirement date; or
- providing termination benefits as a result of an offer made to encourage voluntary redundancy.

A liability and related expense are recognised at the earlier of when the charity can no longer withdraw the offer of those benefits or when a detailed formal plan for the termination has been communicated to affected employees.

Termination benefits are measured at the best estimate of the expenditure required to settle the obligation at the reporting date. Where settlement is expected to occur more than 12 months after the reporting date, the liability is discounted to present value.

## Notes to financial statements
## For the year ended 31 March 2026

### 2 Income from donations and legacies

| | | | 2026 | | | 2025 |
|---|---|---|---|---|---|---|
| | Unrestricted £ | Restricted £ | **Total £** | Unrestricted £ | Restricted £ | Total £ |
| Donations from individuals and trusts | 430,246 | - | **430,246** | 332,524 | - | 332,524 |
| Legacies | 22,717 | - | **22,717** | 20,078 | - | 20,078 |
| | 452,963 | - | **452,963** | 352,602 | - | 352,602 |

Free exhibition space was provided by a customer, The Nineteen Group Limited, during the year for 'The Workplace Event' held on 10-13 April 2025. This is included at a fair value of £3,000 within income from donations, with a corresponding cost recognition in venue hire costs.

Donation income includes three access to work grants received during the year, totalling **£7,270** (2025: £0), in respect of three employees.

### 3 Income from charitable activities

| | | | 2026 | | | 2025 |
|---|---|---|---|---|---|---|
| | Unrestricted £ | Restricted £ | **Total £** | Unrestricted £ | Restricted £ | Total £ |
| **Research** | | | | | | |
| Welsh Government | - | 72,853 | **72,853** | - | 63,274 | 63,274 |
| **Policy and influencing** | | | | | | |
| Conference income | 15,421 | - | **15,421** | 22,659 | - | 22,659 |
| Welsh Government | - | 61,925 | **61,925** | - | 53,783 | 53,783 |
| | 15,421 | 61,925 | **77,346** | 22,659 | 53,783 | 76,442 |
| **Culture shift** | | | | | | |
| Welsh Government | - | 47,355 | **47,355** | - | 41,129 | 41,129 |
| **Information and advice** | | | | | | |
| Other Income | 31 | - | **31** | 32 | - | 32 |
| **Behaviour change** | | | | | | |
| Other Income | 182,553 | - | **182,553** | 331,352 | - | 331,352 |
| **Improving alcohol treatment** | 255,638 | - | **255,638** | 386,044 | - | 386,044 |
| **Alcohol in the workplace** | 29,393 | - | **29,393** | 18,304 | - | 18,304 |
| Total income from charitable activities | 483,036 | 182,133 | **665,169** | 758,391 | 158,186 | 916,577 |

The charitable company receives government grants, defined as funding from the Welsh Government to fund charitable activities (note 20c).

The total value of such grants in the period ending 31 March 2026 was **£182,133** (2025: £158,186 including an extra one off grant for a Feeding Recovery Project of £7,250).

There are no unfulfilled conditions or contingencies attaching to these grants.

## Notes to financial statements
## For the year ended 31 March 2026

### 4 Income from other trading activities

| | | | 2026 | | | 2025 |
|---|---|---|---|---|---|---|
| | Unrestricted £ | Restricted £ | **Total £** | Unrestricted £ | Restricted £ | Total £ |
| Merchandise Costs | 9,178 | - | **9,178** | 9,733 | - | 9,733 |

### 5 Income from investments

| | **2026** | 2025 |
|---|---|---|
| | **Total £** | Total £ |
| Fixed Interest Investment cash account | **7,561** | 23,937 |
| Managed Fund Equities - UK and overseas | **165,751** | 214,782 |
| | **173,312** | 238,719 |
| Investment property rental income | **26,193** | 41,424 |
| Investment property service charge income | **5,151** | 9,110 |
| Bank deposit interest | **4,901** | 9,937 |
| Repayment interest received from HMRC | **1** | 41 |
| | **209,558** | 299,231 |

All income from investments is unrestricted.

## Notes to financial statements
## For the year ended 31 March 2026

Cost of raising funds
Charitable activities
Other expenditure

### 6a Analysis of expenditure (current year)

| | Donations and legacies | Investment management costs | Research | Engagement | Policy and influencing | Culture shift | Information and advice | Behaviour change | Improving alcohol treatment | Alcohol in the workplace | Support and governance costs | Leasehold Property Impairment | Loss on disposal of fixed assets | **2026 Total** | 2025 Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ | **£** | £ |
| **Staff costs** *(note 10)* | 591,697 | 13,624 | 144,882 | 138,517 | 246,455 | 143,301 | 127,246 | 356,557 | 273,183 | 78,930 | 339,789 | - | - | **2,454,181** | 1,998,533 |
| Other staff costs | 1,157 | - | 226 | 1 | 43 | 31 | 80 | 49 | 16,898 | 83 | 58,483 | - | - | **77,051** | 27,148 |
| Board and committees | - | - | - | - | - | - | - | - | - | - | 2,884 | - | - | **2,884** | 3,499 |
| Buildings and office running costs | 25,774 | 4,656 | 3,846 | 13,955 | 19,167 | 2,897 | 403 | 25,691 | 5,657 | 5,988 | 312,621 | - | - | **420,655** | 230,144 |
| Conferences and events | 5,559 | - | 627 | 245 | 3,766 | 5 | 7 | 18 | 4,213 | 7,699 | 4,826 | - | - | **26,965** | 24,727 |
| Amortisation & depreciation | - | - | - | - | - | - | - | 67,694 | - | - | 28,723 | - | - | **96,417** | 104,343 |
| Leasehold property impairment | - | - | - | - | - | - | - | - | - | - | - | 348,477 | - | **348,477** | - |
| External associates and advice | 8,396 | - | 428 | 257 | 1,650 | 246 | - | - | 189,586 | 7,816 | 10,088 | - | - | **218,467** | 162,559 |
| Fundraising expenses | 290,546 | - | 5,000 | - | - | - | - | - | - | 2,295 | - | - | - | **297,841** | 326,209 |
| Grants payable *(note 8a)* | - | - | - | - | - | - | - | - | - | - | - | - | - | **-** | (20,233) |
| Insurance | - | - | - | - | - | - | - | - | - | - | 14,245 | - | - | **14,245** | 13,165 |
| Investment costs | - | 4,565 | - | - | - | - | - | - | - | - | (4,565) | - | - | **-** | 418 |
| Legal and professional fees | - | - | 10 | - | 320 | 6 | - | - | - | - | 45,575 | - | - | **45,911** | 37,826 |
| Meeting costs | 4,889 | - | 282 | 328 | 329 | 137 | 112 | 219 | 456 | 582 | 1,070 | - | - | **8,404** | 9,397 |
| Other costs | 11,092 | - | 44 | 2,041 | 1,990 | 18 | 145 | 31,817 | 4,835 | 1,145 | 2,114 | - | - | **55,241** | 65,877 |
| Publications, communications and marketing | 87,637 | - | 1,482 | 4,331 | 5,957 | 18,834 | 23,722 | 305,355 | 15,249 | 8,588 | 3,021 | - | - | **474,176** | 401,556 |
| Research, policy and campaigns costs | 1,920 | - | 102,081 | 646 | 7,284 | 10,980 | 457 | 4,419 | 883 | 342 | - | - | - | **129,012** | 149,981 |
| Loss on disposal of fixed assets | | | | | | | | | | | | | | | 236 |
| | **1,028,667** | **22,845** | **258,908** | **160,321** | **286,961** | **176,455** | **152,172** | **791,819** | **510,960** | **113,468** | **818,874** | **348,477** | **-** | **4,669,927** | 3,535,385 |
| Support and governance costs *(note 7a)* | 228,402 | - | 46,293 | 76,873 | 85,203 | 43,225 | 54,333 | 138,851 | 105,045 | 40,649 | (818,874) | - | - | **-** | - |
| **Total expenditure 2026** | **1,257,069** | **22,845** | **305,201** | **237,194** | **372,164** | **219,680** | **206,505** | **930,670** | **616,005** | **154,117** | **-** | **348,477** | **-** | **4,669,927** | |
| Total expenditure 2025 | 943,397 | 17,099 | 289,853 | 170,923 | 358,917 | 164,672 | 161,936 | 869,823 | 441,859 | 116,670 | - | - | 236 | | 3,535,385 |

## Notes to financial statements
## For the year ended 31 March 2026

Cost of raising funds
Charitable activities
Other expenditure

### 6b Analysis of expenditure (prior year)

| | Donations and legacies £ | Investment management costs £ | Research £ | Engagement £ | Policy and influencing £ | Culture shift £ | Information and advice £ | Behaviour change £ | Improving alcohol treatment £ | Alcohol in the workplace £ | Support and governance costs £ | Loss on dispersal of fixed assets £ | **2025 Total £** |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Staff costs *(note 10)* | 418,598 | 8,969 | 149,671 | 97,292 | 247,952 | 114,894 | 99,968 | 283,722 | 209,712 | 61,643 | 306,112 | - | **1,998,533** |
| Other staff costs | 622 | 300 | 185 | 23 | 372 | 37 | - | 11 | 156 | 105 | 25,337 | - | **27,148** |
| Board and committees | - | - | - | - | - | - | - | - | - | - | 3,499 | - | **3,499** |
| Buildings and office running costs | 23,557 | - | 1,433 | 14,237 | 21,326 | 1,362 | 381 | 23,254 | 4,952 | 4,952 | 134,690 | - | **230,144** |
| Conferences and events | 4,386 | - | 143 | 2,330 | 6,579 | 83 | 7 | 20 | 5,867 | 2,488 | 2,824 | - | **24,727** |
| Amortisation & depreciation | - | - | - | - | - | - | - | 72,691 | - | - | 31,652 | - | **104,343** |
| External associates and advice | 347 | 330 | 299 | - | 750 | 194 | - | - | 149,964 | 7,760 | 2,915 | - | **162,559** |
| Fundraising expenses | 325,908 | - | - | - | - | - | - | - | 89 | 212 | - | - | **326,209** |
| Grants payable *(note 8b)* | - | - | (20,233) | - | - | - | - | - | - | - | - | - | **(20,233)** |
| Insurance | 173 | - | - | - | - | - | - | - | - | - | 12,992 | - | **13,165** |
| Investment costs | - | 5,000 | - | - | - | - | - | - | - | - | (4,582) | - | **418** |
| Legal and professional fees | - | 2,500 | - | - | - | - | - | - | - | - | 35,326 | - | **37,826** |
| Meeting costs | 4,402 | - | 425 | 332 | 677 | 232 | 576 | 335 | 373 | 200 | 1,845 | - | **9,397** |
| Other costs | 1,629 | - | 21 | 1,075 | 939 | 21 | 29 | 53,768 | 1,864 | 175 | 6,356 | - | **65,877** |
| Publications, communications and marketing | 25,403 | - | (403) | 3,896 | 6,210 | 5,839 | 19,632 | 317,077 | 5,265 | 15,878 | 2,759 | - | **401,556** |
| Research, policy and campaigns costs | 1,234 | - | 122,685 | 5,077 | 6,334 | 8,987 | 369 | 4,384 | 567 | 344 | - | - | **149,981** |
| Loss on disposal of fixed assets | - | - | - | - | - | - | - | - | - | - | - | 236 | **236** |
| | 806,259 | 17,099 | 254,226 | 124,262 | 291,139 | 131,649 | 120,962 | 755,262 | 378,809 | 93,757 | 561,725 | 236 | **3,535,385** |
| Support and governance costs *(note 7b)* | 137,138 | - | 35,627 | 46,661 | 67,778 | 33,023 | 40,974 | 114,561 | 63,050 | 22,913 | (561,725) | - | **-** |
| **Total expenditure 2025** | **943,397** | **17,099** | **289,853** | **170,923** | **358,917** | **164,672** | **161,936** | **869,823** | **441,859** | **116,670** | **-** | **236** | **3,535,385** |

## Notes to financial statements
## For the year ended 31 March 2026

Cost of raising funds
Charitable activities

### 7a Analysis of support and governance costs (current year)

| | Donations and legacies £ | Research £ | Engagement £ | Policy and influencing £ | Culture shift £ | Information and advice £ | Behaviour change £ | Improving alcohol treatment £ | Alcohol in the workplace £ | **2026 Total £** | 2025 Total £ |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Finance | 46,210 | 9,779 | 15,553 | 17,558 | 8,983 | 10,993 | 28,092 | 21,253 | 8,224 | **166,645** | 152,511 |
| Office and general management | 17,107 | 4,984 | 5,758 | 7,558 | 4,112 | 4,070 | 10,400 | 7,868 | 3,045 | **64,902** | 61,910 |
| IT, internet and telephones | 14,920 | 4,624 | 5,022 | 6,807 | 3,745 | 3,549 | 9,071 | 6,862 | 2,655 | **57,255** | 41,309 |
| HR and other professional fees | 55,658 | 11,335 | 18,732 | 20,805 | 10,564 | 13,240 | 33,835 | 25,598 | 9,906 | **199,673** | 118,739 |
| Buildings and premises | 60,118 | 9,905 | 20,234 | 20,657 | 10,064 | 14,301 | 36,547 | 27,649 | 10,699 | **210,174** | 77,945 |
| **Support costs** | **194,013** | **40,627** | **65,299** | **73,385** | **37,468** | **46,153** | **117,945** | **89,230** | **34,529** | **698,649** | 452,414 |
| Audit fees | 3,171 | 522 | 1,067 | 1,090 | 531 | 754 | 1,928 | 1,458 | 564 | **11,085** | 9,216 |
| Insurance | 1,716 | 283 | 578 | 590 | 287 | 408 | 1,043 | 789 | 305 | **5,999** | 5,077 |
| Legal advice | 7,185 | 1,184 | 2,418 | 2,469 | 1,203 | 1,709 | 4,367 | 3,304 | 1,279 | **25,118** | 20,683 |
| Board and committee meetings | 353 | 58 | 119 | 121 | 59 | 84 | 215 | 162 | 63 | **1,234** | 1,774 |
| Constitutional and statutory needs | 589 | 97 | 198 | 203 | 99 | 140 | 358 | 271 | 105 | **2,060** | 2,015 |
| Strategic management | 21,375 | 3,522 | 7,194 | 7,345 | 3,578 | 5,085 | 12,995 | 9,831 | 3,804 | **74,729** | 70,546 |
| **Governance costs** | **34,389** | **5,666** | **11,574** | **11,818** | **5,757** | **8,180** | **20,906** | **15,815** | **6,120** | **120,225** | 109,311 |
| **Total expenditure 2026** | **228,402** | **46,293** | **76,873** | **85,203** | **43,225** | **54,333** | **138,851** | **105,045** | **40,649** | **818,874** | |
| Total expenditure 2025 | 137,138 | 35,627 | 46,661 | 67,778 | 33,023 | 40,974 | 114,561 | 63,050 | 22,913 | | 561,725 |

## Notes to financial statements
## For the year ended 31 March 2026

Cost of raising funds
Charitable activities

### 7b Analysis of support and governance costs (prior year)

| | Donations and legacies £ | Research £ | Engagement £ | Policy and influencing £ | Culture shift £ | Information and advice £ | Behaviour change £ | Improving alcohol treatment £ | Alcohol in the workplace £ | **2025 Total £** |
|---|---|---|---|---|---|---|---|---|---|---|
| Finance | 37,298 | 9,576 | 12,690 | 18,348 | 8,917 | 11,144 | 31,158 | 17,148 | 6,232 | **152,511** |
| Office and general management | 14,696 | 4,559 | 5,000 | 7,819 | 3,956 | 4,391 | 12,277 | 6,757 | 2,455 | **61,910** |
| IT, internet and telephones | 9,557 | 3,418 | 3,252 | 5,425 | 2,828 | 2,855 | 7,983 | 4,394 | 1,597 | **41,309** |
| HR and other professional fees | 28,872 | 7,706 | 9,824 | 14,424 | 7,068 | 8,627 | 24,119 | 13,275 | 4,824 | **118,739** |
| Buildings and premises | 19,445 | 4,316 | 6,616 | 9,058 | 4,268 | 5,810 | 16,243 | 8,940 | 3,249 | **77,945** |
| **Support costs** | **109,868** | **29,575** | **37,382** | **55,074** | **27,037** | **32,827** | **91,780** | **50,514** | **18,357** | **452,414** |
| Audit fees | 2,299 | 510 | 782 | 1,071 | 505 | 687 | 1,921 | 1,057 | 384 | **9,216** |
| Insurance | 1,267 | 281 | 431 | 590 | 278 | 378 | 1,058 | 582 | 212 | **5,077** |
| Legal advice | 5,159 | 1,145 | 1,756 | 2,404 | 1,133 | 1,542 | 4,310 | 2,372 | 862 | **20,683** |
| Board and committee meetings | 443 | 98 | 151 | 206 | 97 | 132 | 370 | 203 | 74 | **1,774** |
| Constitutional and statutory needs | 503 | 112 | 171 | 234 | 110 | 150 | 420 | 231 | 84 | **2,015** |
| Strategic management | 17,599 | 3,906 | 5,988 | 8,199 | 3,863 | 5,258 | 14,702 | 8,091 | 2,940 | **70,546** |
| **Governance costs** | **27,270** | **6,052** | **9,279** | **12,704** | **5,986** | **8,147** | **22,781** | **12,536** | **4,556** | **109,311** |
| **Total expenditure 2025** | **137,138** | **35,627** | **46,661** | **67,778** | **33,023** | **40,974** | **114,561** | **63,050** | **22,913** | **561,725** |

## Notes to the financial statements
## For the year ended 31 March 2026

### 8a Grant making (current year)

| | Small grants £ | Research and development grants £ | Studentship grants £ | **2026 £** | 2025 £ |
|---|---|---|---|---|---|
| At the start of the year | - | - | - | **-** | 63,644 |
| Awarded in year | - | - | - | **-** | - |
| Paid in the year | - | - | - | **-** | (43,411) |
| Grants cancelled | - | - | - | **-** | (20,233) |
| At the end of the year | - | - | - | **-** | - |
| Falling due within one year | - | - | - | **-** | - |

| Reconciliation of expenditure: | Small grants £ | Research and development grants £ | Studentship grants £ | **2026 £** |
|---|---|---|---|---|
| Awarded in year | - | - | - | **-** |
| Grants cancelled | - | - | - | **-** |
| Grants refunded | - | - | - | **-** |
| At the end of the year | - | - | - | **-** |

### 8b Grant making (prior year)

| | Small grants £ | Research and development grants £ | Studentship grants £ | **2025 £** |
|---|---|---|---|---|
| At the start of the year | - | 63,644 | - | 63,644 |
| Awarded in year | - | - | - | - |
| Paid in the year | - | (43,411) | - | (43,411) |
| Grants cancelled | - | (20,233) | - | (20,233) |
| At the end of the year | - | - | - | - |
| Falling due within one year | - | - | - | - |

| Reconciliation of expenditure: | Small grants £ | Research and development grants £ | Studentship grants £ | 2025 £ |
|---|---|---|---|---|
| Awarded in year | - | - | - | - |
| Grants cancelled | - | (£20,233) | - | (20,233) |
| Grants refunded | - | - | - | - |
| At the end of the year | - | (£20,233) | - | (20,233) |

**Grants to individuals (studentship grants)**

The grants covered course fees and, in some instances, included maintenance and other allowances on an agreed scale.

## Notes to the financial statements
## For the year ended 31 March 2026

### 9 Net income / (expenditure) for the year

This is stated after charging / (crediting):

| | 2026 £ | 2025 £ |
|---|---|---|
| Depreciation | **28,722** | 31,652 |
| Amortisation | **67,694** | 72,691 |
| Loss on disposal of fixed assets | **-** | 236 |
| Operating lease rentals payable | **132,842** | 14,018 |
| Operating lease rentals receivable | **(26,193)** | (41,424) |
| Auditor's remuneration (excluding VAT) | | |
| Audit | **9,920** | 8,400 |
| Other services | **152** | - |

### 10 Analysis of staff costs, Board of Trustees' remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

| | 2026 £ | 2025 £ |
|---|---|---|
| Salaries and wages | **2,000,458** | 1,683,543 |
| Termination costs | **36,662** | - |
| Social security costs | **261,286** | 186,144 |
| Employer's contribution to defined contribution pension schemes | **155,775** | 128,846 |
| | **2,454,181** | 1,998,533 |

The following number of employees received employee benefits (excluding employer pension contribution costs and excluding employer national insurance costs) during the year between:

| | 2026 No. | 2025 No. |
|---|---|---|
| £100,000-109,999 | **1** | 1 |
| £80,000 - £89,999 | **2** | 1 |
| £70,000 - £79,999 | **1** | - |
| £60,000 - £69,999 | **2** | 3 |

During the year, the charity's key management personnel comprised of the chief executive officer, directors and department heads. The total employee benefits (including employer pension contribution costs and including employer national insurance costs) of the key management personnel from 1 April 2025 to 31 March 2026 were **£796,190** (2025: £773,656).

Termination payments were made in the year amounting to **£36,662** (2025: £0). There were no termination payments outstanding at year end (2025: £0). Termination payments were made to two employees as part of organisational restructuring and comprised statutory compensation for loss of office **£13,512** (2025: £0), contractual payments in lieu of notice **£20,826** (2025: £0) and accrued holiday pay **£2,324** (2025: £0). Termination costs are recognised in full as an expense on the statement of financial activities.

Trustees received reimbursed travel expenses to Board meetings of **£872** (2025: £1,362). The charity also paid for trustee food provided at Board meetings of **£291** (2025: £195), trustee training of **£1,661** (2025: £1,321) and Trustee recruitment costs of **£99** (2025: £94).

Grant funding received for projects in which trustees or directors are involved is disclosed in Note 12 (Related Party Transactions).

## Notes to the financial statements
## For the year ended 31 March 2026

### 11 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was **48** (2025: 38)

The average monthly number of full-time equivalent employees (including part-time staff) during the year was:

| | **2026 FTE** | 2025 FTE |
|---|---|---|
| Raising funds | **11.4** | 8.1 |
| Research | **2.2** | 2.4 |
| Engagement | **3.2** | 1.7 |
| Policy and influencing | **3.8** | 4.2 |
| Culture shift | **2.4** | 1.9 |
| Information and advice | **2.7** | 1.9 |
| Behaviour change | **6.9** | 4.9 |
| Improving alcohol treatment | **4.8** | 3.8 |
| Alcohol in the workplace | **2.0** | 1.4 |
| Marketing and communication | **0.7** | 0.6 |
| Support functions, management and governance | **6.0** | 5.6 |
| | **46.1** | 36.5 |

## Notes to the financial statements
## For the year ended 31 March 2026

### 12 Related party transactions (current year)

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

Of the income from investments received during the year, the following trustees, directors and/or associates have been involved in projects and, during the course of the project, they or their unit have made payments as follows:

| | 2026<br>£ | 2025<br>£ |
|---|---|---|
| AdFam – Adhoc desk rental income from a short-term lease agreement: Vivienne Evans, is an ex-trustee at Alcohol Change UK (resigned 30 March 2026) and CEO of AdFam | | |
| **Received in year** | **863** | 792 |
| **Outstanding at year-end** | **-** | - |
| The following payments have been made, all at arms' length, to persons related to employees: | | |
| **Paid in year** | | |
| Short-Term Office Support Assistant, for period 24 February 2025 to 6 March 2025, a now ex employee (related to the CEO) | **-** | 872 |
| Finance Officer, for period 1 April 2025 to 31 March 2026 (related to the Head of Finance) | **23,033** | 22,449 |
| | **23,033** | 23,321 |
| **Outstanding at year-end** | | |
| Short-Term Office Support Assistant, for period 24 February 2025 to 6 March 2025, a now ex-employee (related to the CEO) | **-** | - |
| Finance Officer, for period 1 April 2025 to 31 March 2026, (related to the Head of Finance) | **-** | - |
| | **-** | - |
| The following value of leaving gifts have been made, all at arms' length, to trustees on their leaving the Charity: | | |
| **Paid in year** | **209** | - |
| **Outstanding at year-end** | **-** | - |

### 13 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

## Notes to the financial statements
## For the year ended 31 March 2026

### 14 Tangible fixed assets

| | Freehold land £ | Leasehold property £ | Furniture & fixtures £ | Office equipment £ | Software £ | **Total £** |
|---|---|---|---|---|---|---|
| **Cost** | | | | | | |
| At the start of the year | 39,500 | 1,611,372 | 27,546 | 51,048 | 11,954 | **1,741,420** |
| Additions in year | - | 18,323 | - | 9,678 | - | **28,001** |
| Disposals in year | - | - | (27,546) | (7,732) | (11,954) | **(47,232)** |
| Revaluation | - | (348,476) | - | - | - | **(348,476)** |
| Transfer to investment property | (39,500) | (1,281,219) | - | - | - | **(1,320,719)** |
| At the end of the year | - | - | - | 52,994 | - | **52,994** |
| **Depreciation** | | | | | | |
| At the start of the year | - | 241,173 | 27,546 | 39,184 | 11,954 | **319,857** |
| Disposals in year | - | - | (27,546) | (7,732) | (11,954) | **(47,232)** |
| Charge for the year | - | 19,846 | - | 8,876 | - | **28,722** |
| Transfer to investment property | - | (261,019) | - | - | - | **(261,019)** |
| At the end of the year | - | - | - | 40,328 | - | **40,328** |
| **Net book value** | | | | | | |
| **At the end of the year** | **-** | **-** | **-** | **12,666** | **-** | **12,666** |
| At the start of the year | 39,500 | 1,370,199 | - | 11,864 | - | 1,421,563 |

The charity's original head (& registered) office at 27 Swinton Street, London, WC1X 9NW comprised tangible fixed assets (part freehold land, part leasehold property (the ground floor of the property)) and part investment property (the basement of the property - see note 17). At the date of purchase the purchase price was attributed between tangible fixed assets and investment property in proportion with the fair value.

A full professional valuation of 27 Swinton Street, London, WC1X 9NW was undertaken at 31 March 2025 by TSP, 112-116 New Oxford St, Fitzrovia, London, WC1A 1HH, and this valuation is reflected in the opening position and comparative (2024-25) values of these accounts. The property was valued subject to the cessation of the existing sub-lease for the investment property (dated from 7 November 2022 for a period of 5 years until 6 November 2027), as on 5 March 2025 the existing tenants had given notice to terminate the lease at the first break clause date: the tenants vacated the premises on 9 November 2025.

On 1 April 2025 the charity moved its head office to a new short-term (2-year) leased premise at Unit 7, Finsbury Business Centre Clerkenwell, 40 Bowling Green Lane, London, EC1R 0NE and on 30 May 2025 the charity's registered office address was also changed to this address.

Subsequent to this, 27 Swinton Street, London, WC1X 9NW underwent a scheme of refurbishment which completed in August 2025. The charity decided to either sell the property or have a period of lease followed by a sale. Which option the charity will take is dependent on future market conditions and prices offered by potential buyers, but the preferred option is to sell the property. Ultimate approval for the sale of the property rests with the charity's trustees.

TSP 112-116 New Oxford St, Fitzrovia, London, WC1A 1HH have been retained to assist the charity in either the sale of the property or the period of lease followed by a sale of the property. The property is currently valued at £1.55m and the whole property is included in these accounts as an investment property.

All of the above assets are used for charitable purposes.

## Notes to the financial statements
## For the year ended 31 March 2026

### 15 Intangible fixed assets

| | 2026 £ | 2025 £ |
|---|---|---|
| **Cost** | | |
| At the start of the year | **419,614** | 405,029 |
| Additions in year | **45,938** | 59,625 |
| Disposals in year | **(56,160)** | (45,040) |
| At the end of the year | **409,392** | 419,614 |
| **Amortisation** | | |
| At the start of the year | **280,938** | 253,287 |
| Disposals in year | **(56,160)** | (45,040) |
| Charge for the year | **67,694** | 72,691 |
| At the end of the year | **292,472** | 280,938 |
| **Net book value** | | |
| **At the end of the year** | **116,920** | 138,676 |
| At the start of the year | **138,676** | 151,742 |

### 16 Listed investments

| Investments are included at their market value. | 2026 £ | 2025 £ |
|---|---|---|
| Fair value at the start of the year | **6,341,823** | 9,537,579 |
| Disposal proceeds | **(2,060,000)** | (2,950,000) |
| Net (loss)/gain on change in fair value | **(411,359)** | (245,756) |
| | **3,870,464** | 6,341,823 |
| **Historic cost** | **4,121,021** | 6,137,252 |

| Investments comprise: | 2026 £ | 2025 £ |
|---|---|---|
| **Managed Fund** | | |
| COIF Charities Ethical Investment Fund Income 1,435,685.13 Units (2025: 2,138,101.51 Units). | **3,870,464** | 6,341,823 |

## Notes to the financial statements
## For the year ended 31 March 2026

### 17 Investment property

| | 2026 £ | 2025 £ |
|---|---|---|
| Fair value at the start of the year | **490,300** | 474,914 |
| Revaluation during the year | **-** | 15,386 |
| Transfer from tangible fixed assets - freehold land and leasehold property | **1,059,700** | - |
| Fair value at the end of the year | **1,550,000** | 490,300 |

The charity's original head (& registered) office at 27 Swinton Street, London, WC1X 9NW comprised tangible fixed assets (part freehold land, part leasehold property (the ground floor of the property) - see note 14)) and part investment property (the basement of the property). At the date of purchase the purchase price was attributed between tangible fixed assets and investment property in proportion with the fair value.

A full professional valuation of 27 Swinton Street, London, WC1X 9NW was undertaken at 31 March 2025 by TSP, 112-116 New Oxford St, Fitzrovia, London, WC1A 1HH, and this valuation is reflected in the opening position and comparative (2024-25) values of these accounts. The property was valued subject to the cessation of the existing sub-lease for the investment property (dated from 7 November 2022 for a period of 5 years until 6 November 2027), as on 5 March 2025 the existing tenants had given notice to terminate the lease at the first break clause date: the tenants vacated the premises on 9 November 2025.

On 1 April 2025 the charity moved its head office to a new short-term (2- year) leased premise at Unit 7, Finsbury Business Centre Clerkenwell, 40 Bowling Green Lane, London, EC1R 0NE and on 30 May 2025 the charity's registered office address was also changed to this address.

Subsequent to this, 27 Swinton Street, London, WC1X 9NW underwent a scheme of refurbishment which completed in August 2025. The charity decided to either sell the property or have a period of lease followed by a sale. Which option the charity will take is dependent on future market conditions and prices offered by potential buyers, but the preferred option is to sell the property. Ultimate approval for the sale of the property rests with the charity's trustees.

TSP 112-116 New Oxford St, Fitzrovia, London, WC1A 1HH have been retained to assist the charity in either the sale of the property or the period of lease followed by a sale of the property. The property is currently valued at £1.55m and the whole property is included in these accounts as an investment property.

### 18 Debtors

| | 2026 £ | 2025 £ |
|---|---|---|
| Equity interest and dividends declared but not yet received | **33,739** | 50,198 |
| Trade debtors | **151,441** | 262,533 |
| Other debtors | **16,043** | 20,274 |
| Prepayments and accrued income | **261,617** | 232,195 |
| | **462,840** | 565,200 |

## Notes to the financial statements
## For the year ended 31 March 2025

### 19 Creditors: amounts falling due within one year

| | 2026 £ | 2025 £ |
|---|---|---|
| Trade creditors | **61,799** | 51,586 |
| Taxation and social security | **70,283** | 94,741 |
| Other creditors | **96** | 5,808 |
| Deferred Income | **174,299** | 127,046 |
| Accruals | **65,827** | 61,484 |
| | **372,304** | 340,665 |

Movements in deferred income:

| | 2026 £ | 2025 £ |
|---|---|---|
| At the start of the year | **127,046** | 152,979 |
| Deferred during the year | **174,299** | 127,046 |
| Released during the year | **(127,046)** | (152,979) |
| At the end of the year | **174,299** | 127,046 |

Deferred income includes training and consultancy fees received in advance of delivery of the services.

## Notes to the financial statements
## For the year ended 31 March 2026

### 20a Movements in funds (current year)

| | At 1 April 2025 £ | Income £ | Expenditure £ | Gain/(Losses) £ | **At 31 March 2026 £** |
|---|---|---|---|---|---|
| **Restricted funds:** | | | | | |
| Welsh Government | - | 182,133 | (182,133) | - | **-** |
| Welsh Government (BL Work in Wrexham and Flintshire) | - | - | - | - | **-** |
| **Total restricted funds** | - | 182,133 | (182,133) | - | **-** |
| **General funds** | 9,794,527 | 1,154,735 | (4,487,794) | (411,359) | **6,050,109** |
| **Total funds** | 9,794,527 | 1,336,868 | (4,669,927) | (411,359) | **6,050,109** |

### 20b Movements in funds (prior year)

| | At 31 March 2024 £ | Income £ | Expenditure £ | Gain/(Losses) £ | At 31 March 2025 £ |
|---|---|---|---|---|---|
| **Restricted funds:** | | | | | |
| Welsh Government | - | 158,186 | (158,186) | - | - |
| Welsh Government (BL Work in Wrexham and Flintshire) | 1,200 | - | (1,200) | - | - |
| **Total restricted funds** | 1,200 | 158,186 | (159,386) | - | - |
| **General funds** | 11,610,986 | 1,789,910 | (3,375,999) | (230,370) | 9,794,527 |
| **Total funds** | 11,612,186 | 1,948,096 | (3,535,385) | (230,370) | 9,794,527 |

## Notes to the financial statements
## For the year ended 31 March 2026

### 20c Purposes of restricted funds

Restricted funds comprise income which the charity can only use in accordance with terms set out in a written agreement with the original donor or funder. Projects which received funding in this way in 2025-26 are shown below:

The Welsh Government grant of **£182,133** (2025: £150, 936) was to undertake a range of projects to support the delivery of Welsh Government workstreams on substance use and related topics. This included work to promote understanding of low-alcohol and alcohol-free drinks; a series of online learning events for professionals; and research into the effects of minimum unit pricing, the use of alcohol-free drinks during pregnancy, and online alcohol sales.

In 2025 a further one-off grant of £7,250 was received from the Welsh Government to support the Feeding Recovery Project, which focussed on how poor nutrition and social isolation often go hand-in-hand with alcohol problems, and how connecting with others around food can promote wellbeing and reduce harm. The work was undertaken and delivered in partnership with Barod and the Nelson Trust. A guide for local services was produced on how to undertake successful cooking and eating activities for people whose lives are affected by alcohol dependence.

### 21 Operating lease commitments

At 31 March 2026, the charity had the following annual commitments under non-cancellable operating leases:

| | **Office equipment** | | **Property** | |
|---|---|---|---|---|
| | **2026** | 2025 | **2026** | 2025 |
| | **£** | £ | **£** | £ |
| Less than one year | **1,194** | 629 | **40,784** | 120,540 |
| One to five years | **-** | 2,006 | **2,484** | 126,500 |
| Over five years | **-** | - | **-** | - |
| | **1,194** | 2,636 | **43,268** | 247,040 |

A new two-year rental agreement for office space commenced on 15 March 2025 at Unit 7, Finsbury Business Centre Clerkenwell, 40 Bowling Green Lane, London, EC1R 0NE. This comprised £10,000 per month from 15 March 2025 to 14 March 2026, then £11,000 per month from 15 March 2026 to 14 March 2027. On 15 April 2026, in accordance with the lease terms, the charity gave the required 3 month's notice to end the lease and the property was vacated on 15 July 2026.

The lease for the hire of equipment comprising an office franking machine was terminated on 30 July 2026: the first quarter rental payment of £157 was paid on 29 May 2026, followed by a settlement to terminate of £1,037 paid on 21 July 2026.

## Notes to the financial statements
## For the year ended 31 March 2026

### 22 Operating lease commitments receivable as a lessor

Amounts receivable under non-cancellable operating leases are as follows for each of the following periods (excluding VAT):

| | Property | |
|---|---|---|
| | **2026 £** | 2025 £ |
| Less than one year | **230** | 25,128 |
| | **230** | 25,128 |

The tenancy agreement for the basement at 27 Swinton Street, London was agreed for a five-year period commencing from 7 November 2022 and new tenants commenced from that date. The charity is entitled to an initial annual rental of £38,000 which increases annually each 7 November by the lower of inflation or 5%. From 7 November 2023 rent increased to £39,900 per annum and from 7 November 2024 rent increased to £40,565 per annum. The charity is also entitled to reimbursement of service charges incurred for the year, which are variable. Service charges received for the year to 31 March 2026 were £5,151 (2025: £9,110). On 5 March 2025 the existing tenant gave notice to terminate the lease at the first break clause date and have vacated the premises on 9 November 2025.

An agreement for rental of desks on the ground floor at 27 Swinton Street, London commenced on 20 February 2023 for a 15-month period to 19 May 2024 at a fixed annual rental of £660. A replacement lease commenced 7 June 2024 for a 12-month period at a fixed annual rental of £692: this was updated to a monthly rolling lease commencing 7 June 2025.

A second agreement for rental of desks on the ground floor at 27 Swinton Street, London commenced on 1 April 2024 on a 3-month initial term, then on a rolling 1-month basis. The charity was entitled to a fixed 3-month rental of £171, then £57 per month thereafter. This lessee gave notice to end the lease with 1 month's notice as per the contract and the lease therefore ended on 30 April 2026.

## Notes to the financial statements
## For the year ended 31 March 2026

### 23 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

### 24a Analysis of net assets between funds (current year)

| | Restricted £ | General unrestricted £ | **Total funds £** |
|---|---|---|---|
| Tangible fixed assets | - | 12,666 | **12,666** |
| Intangible fixed assets | - | 116,920 | **116,920** |
| Investment property | - | 1,550,000 | **1,550,000** |
| Investments | - | 3,870,464 | **3,870,464** |
| Net current assets | - | 500,059 | **500,059** |
| **Net assets at 31 March 2026** | **-** | **6,050,109** | **6,050,109** |

### 24b Analysis of net assets between funds (prior year)

| | Restricted £ | General unrestricted £ | **Total funds £** |
|---|---|---|---|
| Tangible fixed assets | - | 1,421,563 | **1,421,563** |
| Intangible fixed assets | - | 138,676 | **138,676** |
| Investment properties | - | 490,300 | **490,300** |
| Investments | - | 6,341,823 | **6,341,823** |
| Net current assets | - | 1,402,165 | **1,402,165** |
| **Net assets at 31 March 2025** | **-** | **9,794,527** | **9,794,527** |


Our aim is to
improve the health
and happiness of people
across the UK.

**Alcohol Change UK** is the operating name of Alcohol Research UK. Its principal governing document is its Memorandum and Articles of Association. Alcohol Research UK merged with and incorporated the assets of Alcohol Concern, which had the Charity Commission number 291705, on 31 Mar 2017, and which was removed from the Charity Commission register on 23 Jan 2018.

**Charity no.** 1140287
**Company no.** 07462605 (England and Wales)
**Registered office and operational address:**
Unit 7, Finsbury Business Centre Clerkenwell, 40 Bowling Green Lane, EC1R 0NE

**Board of Trustees 1 Apr 2025 to 19 Oct 2026**
(*italics* = left Board during the period, **bold** = joined Board during the period)

| | | | |
|---|---|---|---|
| Mick Urwin | | | Chair of Board of Trustees from 27/2/25, Member of GP, IID and RP sub-committees |
| *Vivienne Evans* | | *to 30 Mar 26* | Vice-Chair, Chair of Governance and People (GP) sub-committee to 30/3/26 |
| Herdeep Dosanjh | | | Chair of RP sub-committee from 19/12/24 |
| Helen Chang | | | Chair of IID sub-committee from 6/5/25 |
| *Jeremy Joseph* | | *to 30 Sep 26* | Chair of FAIR sub-committee from 30/3/26 |
| ***Jon Spain*** | **from 21 Oct 24** | *to 15 Dec 25* | Chair of Finance, Audit, Investment & Risk (FAIR) sub-committee to 15/12/25 |
| Mike Bellamy | | | Member of FAIR, GP and IID sub-committees |
| *Dr Emily Finch* | | *to 30 Mar 26* | Member of RP sub-committee |
| *Dr Emmert Roberts* | | *to 30 Mar 26* | Member of RP sub-committee |
| Hannah Grummett | | | Member of FAIR and RP sub-committees |
| Raveena Dhadwal | | | Member of GP sub-committee |
| Emma Greenwood | | | Member of RP sub-committee |
| **Taran Rai** | **from 6 Jul 26** | | Member of RP sub-committee |
| **Katharine Baker** | **from 6 Jul 26** | | Member of GP sub-committee |
| **Elizabeth Villanueva** | **from 6 Jul 26** | | Member of IID sub-committee |
| **Stuart Reeves** | **from 6 Jul 26** | | Member of FAIR sub-committee |

**Executive team (ET) 1 Apr 2025 to 19 Oct 2026**
(*italics* = left ET during the period, **bold** = joined ET during the period)

| | |
|---|---|
| Dr Richard Piper | Chief Executive Officer |
| Andrew Misell | Director, Wales Office |
| Danielle Houliston | Executive Director of Income ("and Engagement" to 30 Sep 26) |
| Jenni G Bradshaw | Head of Office, People and Governance |
| Sonali Xavier | Head of Finance |
| *Joe Marley* | Executive Director of Marketing and Communications, *to 30 Aug 26* |
| *Ash Singleton* | Director of Research and Public Affairs (maternity cover), *to 30 Jun 25* |
| *Ailar Hashemzadeh* | Director of Research and Public Affairs, (maternity leave) *to 30 Sep 26* |
| Sophie Drake | Director of Communications and Influencing |
| Jane Gardiner | Director of Consultancy and Training |

**Patron**
Lord Clive Brooke of Alvethorpe

**Ambassadors**
Catherine Gray, Caggie Dunlop, Millie Gooch, Dave Wilson, Jay Motty, Yasmin Spark, Daniel James Henry, Michael Sargood, Issy Hawkins, Michael Singh, Lauren White, Mandy Manners, Scott Pearson, Tom Hollins, Jamie Osman, Alisha Williams, Ricci Williams, Chris Linnett, Karl Considine, Matthew Torbitt, Sam O'Brien West, Hattie Underwood, Ben Gibbs, Oliver Mason, Denise Hamilton-Mace

**Auditor**
Haines Watts, Old Station House, Station Approach,
Swindon, Wiltshire, SN1 3DU

**Banker**
CAF Bank Ltd King's Hill, West Malling, Kent, ME19 4TA

**Investment manager**
CCLA, One Angel Lane, London EC4R 3AB

**Solicitor**
Bates Wells & Braithwaite London LLP, 2-6 Cannon Street, London, EC4M 6YH

**We are incredibly grateful to our brilliant Corporate Partners, whose support not only generates vital income, but also reflects a shared commitment to our values and our mission to end alcohol harm in the UK. Their dedication has been invaluable in raising awareness, amplifying our campaigns, and sharing our free tools so that we can reach more people who need them.**

In 2025-26, we would like to give special thanks to Our Official Partners for the Dry January® challenge – Lucky Saint, Counter Culture, DASH Water, Chance Clean Cider and Belvoir Farm. These partners harnessed their advertising, marketing, and PR channels to champion the Dry January® challenge and promote our free tools nationwide, ensuring they are visible and accessible to all who may benefit. They also supported our fundraising and parliamentary events, helping to shine a spotlight on the harm caused by alcohol and to strengthen our work to end it.

**"Counter Culture exists for two reasons - to bridge the divide between alcoholic drinks and soft drinks and to use our business as a vehicle to fundraise for causes that share our values. We see Alcohol Change UK as one of these causes and are honoured to be the Official Kombucha of the 2026 Dry January® challenge. Given the flavour complexities achieved through the fermentation of tea, we believe kombucha is a fantastic alternative to alcohol and want to make seeing it in pubs, bars, taprooms and restaurants the norm."**
- Tom Smart, Co-founder and CEO of Counter Culture, Official Kombucha of the 2026 Dry January® challenge

ALCOHOL CHANGE UK

Alcohol harm is destroying millions of lives.

But change is possible.

Let's create that change.

Alcohol Research UK operating as Alcohol Change UK, Unit 7, Finsbury Business Centre Clerkenwell, 40 Bowling Green Lane, London, EC1R 0NE
Reg Co. no. 07462605 (England and Wales), Reg charity no. 1140287