

The National Numeracy Leadership Council



Five years on...



FIVE YEARS. ONE SHARED AMBITION.

In 2021, a pioneering group of organisations came together around a simple belief: improving the nation's numeracy is too important for any one organisation to tackle alone.

Five years later, that collective commitment continues. Thank you to every organisation that has been part of the journey.

 **BARCLAYS** | LifeSkills

Bloomberg

CapitalOne


**compare
themarket**


Department
for Work &
Pensions

 **experian**

 **EY** Shape the future
with confidence


HM Treasury

 **KARTESIA**

 **KPMG**

 **LSEG**
FOUNDATION

 **OliverWyman**

 **S&P Global**

 **TPICAP**

 **vanquis**

Foreword

Five years ago, the National Numeracy Leadership Council was established with a simple but ambitious goal: to make numeracy a business-led national priority.

It became the UK's first leadership coalition dedicated to numeracy, bringing together senior leaders from many of the UK's most influential organisations across business and government. Its membership has included Barclays, Bloomberg, Capital One, Compare the Market, Experian, EY, Kartesia, KPMG, London Stock Exchange Group (LSEG), Oliver Wyman, Vanquis, S&P Global and TP ICAP, alongside HM Treasury and the Department for Work and Pensions (DWP), all united around a shared belief: that improving the nation's numeracy is too important for any one organisation to tackle alone.

Since then, the Council has become far more than a forum for discussion. It has established itself as a trusted leadership group where influential organisations identify emerging challenges, shape national thinking and use their collective voice to drive real action and real change.

The results have been tangible, in some cases, transformational. For example, the Gender Taskforce developed recommendations to improve number confidence among women and girls, while *Count on It: Numeracy, AI and Social Mobility* showed why numeracy must sit at the heart of the UK's AI future.

Together, members have helped elevate numeracy from an often-overlooked issue to one recognised as fundamental to economic growth, social mobility and future prosperity. They have informed government policy, strengthened partnerships across sectors and shaped national debate. From collectively calling on parliamentarians to champion numeracy to contributing evidence to the House of Lords' *Numeracy for Life* inquiry, the Council has demonstrated the power of leading organisations speaking with one voice.

This report celebrates the progress made over the past five years and the leadership of every organisation that has contributed. The challenges facing the UK demand the same ambition that brought this Council together in 2021. Together, the National Numeracy Leadership Council will continue to shape policy, challenge thinking and help build a future where everyone has the confidence and numeracy skills to thrive.

Andy Haldane CBE
Chair, National Numeracy Leadership Council



Five Years of Impact: Access

The National Numeracy Leadership Council brings together senior decision-makers from some of the UK's most influential businesses and government departments, united by a shared ambition: to improve numeracy across the nation.

The Council gives members a powerful forum to exchange ideas, challenge thinking and turn collective expertise into action. Through quarterly meetings, expert spotlight sessions and exclusive consultations, members gain direct access to leading voices in education, skills and policy, while helping shape the initiatives and debates that matter.

Over the past five years, the Council has heard from and worked with organisations including AQA, the Financial Conduct Authority, Learning and Work Institute, OCR, Policy Connect, the Social Mobility Commission, the Royal Society, the Royal Statistical Society, Wolfram Research and YouGov.

Together, members are helping put numeracy higher on the national agenda and demonstrating what can happen when influential leaders unite behind a shared purpose.

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Talking to members of the National Numeracy Leadership Council gave us invaluable insight into what employers are looking for in terms of maths and data skills.

Sir Martin Taylor, Chair, Mathematical Futures Programme, The Royal Society



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The Council creates space for conversations that would not otherwise happen, helping us challenge our thinking, learn from different perspectives and identify practical solutions.

Phillp Price, General Counsel, TP ICAP



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Working with the Leadership Council to improve numeracy will continue to be vital in helping more people make informed financial decisions and get better outcomes.

Graeme Reynolds, Director of Competition, Financial Conduct Authority (FCA)



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Bringing leaders together across sectors to pool expertise on emerging challenges and opportunities creates unique insights and solutions.

Lisa Walker, Chief Counsel and Compliance, Capital One

Five Years of Impact: Influence

Influencing policy at the highest level

Individually, members bring exceptional expertise. Collectively, they have helped change the national conversation around numeracy.

The Council provides senior leaders with a trusted route to engage directly with policymakers, ensuring business experience helps shape national policy rather than simply respond to it. Over the past five years, members have helped influence some of the UK's most important conversations about skills, education and opportunity. They have shaped the government's Maths to 18 programme and Financial Inclusion Strategy and contributed evidence to the House of Lords' Numeracy for Life inquiry.

That collective voice is also taken directly to policymakers across the country. Each year, ahead of National Numeracy Day, the Council writes jointly to around 650 MPs and Metro Mayors, highlighting the importance of improving numeracy and sharing a picture of numeracy need in their local area, drawn from the [UK Numeracy Index](#). By putting local evidence directly into the hands of decision-makers, members help make numeracy relevant to the communities they represent and strengthen the case for action at both a national and local level.

Together, these activities have helped ensure that numeracy is not only part of the national conversation, but increasingly part of the policy conversation too.

The Council has also brought senior policymakers directly into the conversation, including then Minister of State for Skills, Apprenticeships and Higher Education, Robert Halfon MP, who joined a Council meeting in 2023.

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By bringing together leaders from across sectors, the Council is helping drive meaningful progress on a capability that is becoming essential for individuals, businesses and communities alike.

Sally Moore, Chief Client Officer, S&P Global

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The work of National Numeracy in convening cross-sector voices and promoting more joined-up approaches is invaluable for helping people get a fair shot in life and creating more opportunities for social mobility.

Rob Wilson, Social Mobility Commission

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Through Experian's work to create the UK Numeracy Index, we've seen the power of data to highlight where need is greatest and focus action.

Helen Emmet, CFO, Experian UK and Ireland

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The Leadership Council has demonstrated the power of bringing together employers, educators, professional bodies and policymakers to shape a shared agenda.

Dr Sarah Cumbers, Royal Statistical Society



The Rt Hon. the Lord Blunkett at the launch of the National Numeracy Strategy



The Rt Hon. Bridget Phillipson MP at the launch of the National Numeracy Strategy



Minister of State for Skills, Apprenticeships and Higher Education, Robert Halfon MP, who joined a Council meeting in 2023.

Five Years of Impact: Action

The Council does more than bring leaders together. It provides a platform for members to identify important challenges, combine their expertise and turn shared ambition into practical action.

Case study: Numeracy for Gender Equality

Women and girls consistently report lower confidence with numbers than men and boys, with consequences for education, careers, financial confidence and opportunity.

In 2024, the Council established the Gender Taskforce to examine what employers and other organisations could do to help change this. Chaired by Lucy-Marie Hagues, the then CEO of Capital One UK, the Taskforce brought together senior leaders and experts from across business and other sectors to explore the evidence, share experiences and identify practical action organisations could take.

Over a series of meetings, members examined the barriers affecting women and girls' confidence with numbers and developed a set of recommendations designed to move the conversation from awareness to action.

The work culminated in the launch of Numeracy for Gender Equality recommendations in March 2025, alongside the Numeracy Equality Pledge. These tools give organisations practical ways to improve equality in their workplaces, and to publicly demonstrate their commitment to creating more inclusive attitudes, opportunities and experiences around numeracy.

The recommendations were launched at an event hosted by Capital One, bringing together business leaders, policymakers and experts and helping put the relationship between numeracy and gender equality firmly on the agenda.

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I am constantly reminded and energised by National Numeracy's purpose and its ability to raise awareness around some of the most important national issues.

Anthony Charrie, Partner, Head of UK&I Government and Public Institutions Practice, Oliver Wyman

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It is concerning that women in the UK are twice as anxious as men about using maths, even when they have a high skill level. Low number confidence can limit opportunities for economic growth and independence, particularly for women.

The Rt Hon Rachel Reeves MP, the then Chancellor of the Exchequer

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The Leadership Council provides a valuable opportunity to reflect on the policy context for numeracy with leading employers.

Alex Stevenson, Learning and Work Institute

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The Leadership Council has enabled important conversations and built vital connections with educators, employers and policymakers. Those insights have influenced the evolution of our AQA Financial Futures product.

Anna Greene, AQA



National Numeracy Leadership Council Gender Taskforce members Kirsty Marsh-Hyde (NHS) and Tammy Fevrier (DWP) join broadcaster and NN Ambassador Rachel Riley at the launch of the Gender Equality Recommendations.



Five Years of Impact: Action

Case study: Numeracy, AI and Social Mobility

As artificial intelligence rapidly changes how we live and work, Council members identified an important question: will everyone have the foundational number skills and confidence needed to benefit?

The Council helped turn that question into a major programme of research. Members contributed their expertise through an advisory group, meeting to explore the relationship between numeracy, AI, employment and social mobility and helping shape the questions the research needed to answer.

National Numeracy, in partnership with KPMG, commissioned Policy Connect and invited Council members to join this collaborative research and policy initiative: [Count on It: Numeracy, AI and Social Mobility](#).

The report was launched in Parliament in July 2026, bringing together leaders from business, government and education to discuss its findings and recommendations. Its central message was clear: improving numeracy must be part of the UK's response to AI if technological change is to create opportunity for everyone.

The launch was not the end of the project. National Numeracy and Council members will continue to use the findings to engage policymakers and employers, build support for the recommendations and make the case for numeracy as a critical part of the UK's AI and skills agenda.

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Collaboration across sectors can help people build skills and confidence for a future increasingly shaped by AI.

Erica Bourne, Chief People Officer, LSEG

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Working together as a Council, we are sending a powerful message that strong numeracy skills are not just an education issue, but an economic and social imperative.

Melissa Geiger, Chair, KPMG



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The National Numeracy Leadership Council's support and insight helped shape *Count on It*, from its earliest stages through to its launch in Parliament.

Max Bishop, Rhiannon Tuckett-Jones, and Lavanya Rangarajan, Policy Connect



Five Years of Impact: Reach

The Council extends National Numeracy's reach into some of the UK's most influential organisations, sectors and networks. Members have embedded numeracy into workplace wellbeing and skills programmes, supported employees to build confidence with numbers, and championed National Numeracy's campaigns. Through powerful thought leadership, members have also elevated our work, brought numeracy into national conversations and helped engage key stakeholders.

Bringing sectors together

Over the past five years, a series of sector-specific employer roundtables has brought together senior leaders from finance, legal, education, and other industries to explore the impact of low numeracy on their organisations, workforces and customers.

These conversations create space for employers to share challenges and experiences, learn from one another and identify practical ways their sectors can help improve number confidence and skills. They have also helped National Numeracy deepen its understanding of the barriers facing different industries and build new relationships with organisations that can help drive change.

Council members have played a vital role in the growth of National Numeracy Day and Number Confidence Week, helping shape their ambition and taking campaign activity into workplaces and communities across the UK.

See the [National Numeracy website](https://nationalnumeracy.org.uk) for campaign impact reports and more on the Council's contribution to National Numeracy Day and Number Confidence Week.

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Being part of the National Numeracy Leadership Council has been incredibly valuable, helping us work alongside others to drive meaningful change at scale and empower more people with the skills and confidence they need to thrive in work, life and their financial futures.

Kirstie Mackey, Head of Citizenship UK & Europe, Barclays

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We see every day how confidence with numbers underpins financial inclusion. Numeracy is about far more than maths. It helps people manage their money, build resilience and make informed decisions about their financial future.

Ian McLaughlin, CEO, Vanquis



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Having leaders from different businesses on the Council means we can get that message out more clearly and with real impact.

Mark Bailie, CEO, Compare the Market



Thank You

Five years ago, the National Numeracy Leadership Council was created with a bold ambition: to bring together some of the UK's most influential leaders around a shared belief that everyone should have the confidence and skills to use numbers in everyday life.

The Council's collective expertise and influence have helped transform numeracy into a national priority. By growing the network and bringing together senior leaders from business, government, education and the third sector, it has shaped policy, informed national debate and inspired action across workplaces, schools and communities, demonstrating what is possible when influential organisations unite behind a common purpose. A central aim from the outset has been to grow the network of organisations actively committed to improving numeracy, extending the Council's influence far beyond its own membership and inspiring action across sectors.

As National Numeracy enters the next phase of its [strategy](#), the Leadership Council will remain central to delivering lasting national impact. There is much more to do. From building on the momentum of the Numeracy for Life inquiry and creating a Year of Numbers, to growing the reach and impact of National Numeracy Day and Number Confidence Week, we have an opportunity to put numeracy even more firmly on the national agenda.

And as technology transforms the world around us and the value of numeracy continues to grow, the Council's role has never been more important. Together, we can help many more people gain the confidence to thrive at work, at home and in life.

On behalf of everyone at National Numeracy, thank you for the leadership, expertise and commitment that has made the National Numeracy Leadership Council such a powerful force for change. We look forward to building on our many achievements over the next five years.

Sam Sims
CEO, National Numeracy



Work with Us

We are incredibly proud of what we are achieving together, but there is still more to do. Our ambition is for everyone in the UK to feel confident with numbers and recognise the opportunities that numeracy can unlock. Could your organisation join us?

Working with National Numeracy offers a range of strategic business benefits while making a meaningful difference to people, communities and workplaces. We would be delighted to discuss how we can work together. To arrange a conversation, please contact our Partnerships team at partnerships@nationalnumeracy.org.uk.



Contact Us

For more information, please get in touch:



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