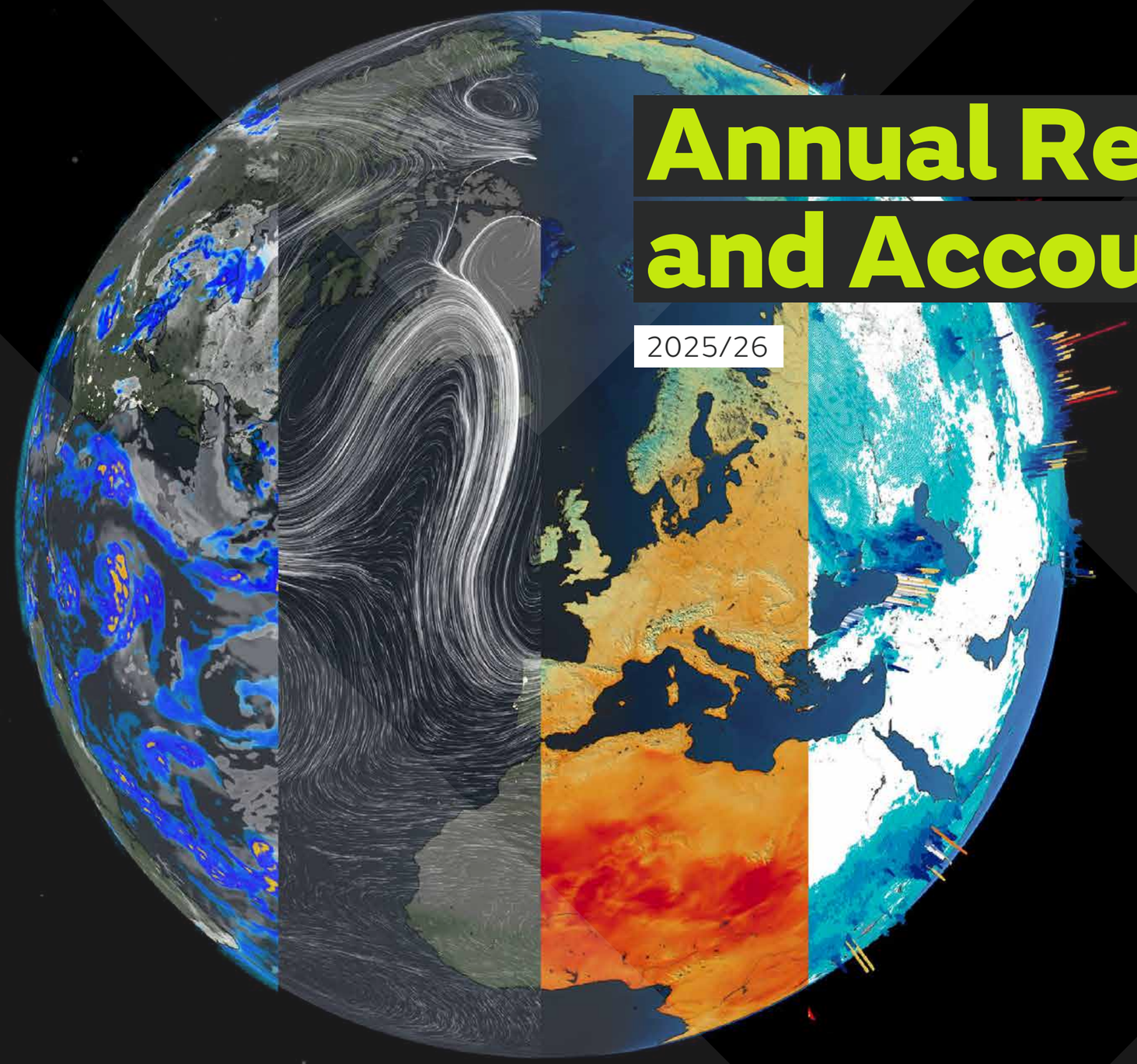
Met Office

Annual Report and Accounts

2025/26



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Met Office Annual Report and Accounts 2025/26

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HC 677

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At the time of writing, the Department for Science, Innovation and Technology (DSIT) was in place. As part of the machinery of government change in July 2026 the Met Office's new owning department will be the Department for Business, Innovation, Science and Trade (BIST).

AI [GCS AI Assist and M365] has been used in the production of this report to refine Authors' content.

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The power of weather and climate intelligence

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Automatic weather station on the Cairngorms, Scotland.

At a glance

Make better decisions, stay safe and thrive.

Welcome to the Met Office

Helping people make better decisions to stay safe and thrive.

In a world shaped by increasing uncertainty, trusted weather and climate intelligence has never been more important.

The Met Office is the UK's national weather service and a global leader in weather and climate science.

From severe weather warnings and protecting critical national infrastructure to enabling economic growth, national security and resilience, our expertise supports decisions that affect lives, livelihoods and the prosperity of the UK.

Trust is one of our greatest strengths. Built on world-class science, customer-driven operations and public service, this is the foundation of our vision: to deliver the most trusted weather and climate intelligence in a radically changing world.

This report highlights how we are delivering our strategy, creating impact for customers and stakeholders, investing in our people and capabilities, and shaping the future of weather intelligence in a changing climate.

> *What a jewel in the UK's crown! With our thanks to you for your crucial work.*
>
> **The Rt Hon Andy Burnham MP**
> Prime Minister



The Prime Minister with Met Office Chief Operational Meteorologist Dan Harris and Deputy Chief Operational Meteorologist Steven Keates.



In 2025, we launched our new five-year strategy - Find out more on pages 26-29

Creating value for government, customers and society

- Trusted weather and climate intelligence helping people, organisations and government make better decisions, respond faster and build resilience for the future.
- The UK's most trusted source of weather and climate intelligence*, trusted by **85% of the public and 97% of emergency responders.**
- Support for decision-making across defence, transport, energy, business and critical national infrastructure.
- Around 1.85 million users reached daily through our app and website.

Science, technology and innovation for a changing world

- Science, technology and expertise continually improving the speed, accuracy and value of our weather and climate intelligence.
- Home to the **world's first cloud-based supercomputing system dedicated to weather and climate science**, accelerating innovation and advances in weather and climate intelligence.
- Advanced observation networks across land, sea, air and space.
- Combining physics-based modelling, artificial intelligence and meteorological expertise to improve forecasting capability while maintaining confidence in our trusted forecasts and warnings.
- World-leading expertise translating scientific and technological advances into operational forecasting improvements.
- Recognition as a leading national meteorological service, consistently ranked among the world's top forecasting centres.

Turning intelligence into action

- Valuable intelligence helping society, the economy and government anticipate weather and climate risks, seize opportunities and thrive.
- Nearly **£19 returned in public value for every £1 invested** in the Met Office.**
- **£33 returned for every £1 invested** in the Met Office Hadley Centre Climate Programme.***
- **£135.3 million in annual economic benefits** delivered through Met Office Marine Services (see pages 42-43).
- **£75.5 million in annual economic benefits** from our world-leading Space Weather Service (see pages 46-47).

* Source: Met Office Trust Tracker
Figures taken from the **independent economic study by London Economics (2024)
*** Figures taken from the **independent economic study** by London Economics and Frazer-Nash Consultancy (2025)

Helping government, industry and the public to make smarter decisions with serious impact.



Helping you stay safe



The most trusted name for weather in the UK.

85%

of the public trust our weather forecasts.

Source: Met Office Trust Tracker



88%

of people took action in response to the amber snow warning we issued for Storm Goretti.

Our severe weather warnings and clear communication helped government, emergency responders and the public take life-saving action during the storm in January 2026.

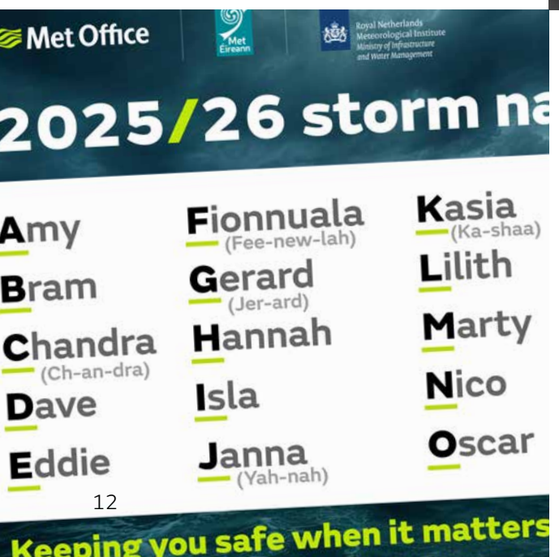
20 years

of Civil Contingencies Advisers supporting the UK's resilience.

Providing expert meteorological advice 24/7 to emergency responders and government agencies to protect lives, property and critical infrastructure.



> *My sincere thanks as head of Devon and Cornwall Police Ops Planning for your support to my team. In particular for your guidance and clear assessments around Storm Goretti. I always feel that there must be a lot of pressure at those key moments on you all. But there always remains a friendly face and an eagerness to help when we need it most.*
>
> **Rob Byers**
> Chief Inspector of Devon and Cornwall Police, commenting on Met Office work during Storm Goretti



10 years

of named storms.

72 storms have been named since 2015. Making severe weather easier to remember, talk about and act on. In 2025, 40,000 people joined in the naming campaign.



93%

of Met Office users take action as a result of weather forecasts.

Source: Met Office Public Perceptions Survey

Helping you stay safe



Combining world-class weather and climate intelligence with humanitarian reach.

Our new three-year charity partnership with the British Red Cross, launched in October 2025, helps UK communities better prepare for and recover from climate-related risks including flooding, heatwaves and water scarcity.

Met Office | in partnership with British Red Cross

As an organisation with UK wide emergency response operations, Red Cross teams are seeing first-hand that climate related risks in the UK are becoming more frequent and severe. Working together to support more people to understand and act on humanitarian and climate-related issues will ensure that more people get the help they need when it matters most.

Laura Scott
Director of UK Resilience at the British Red Cross



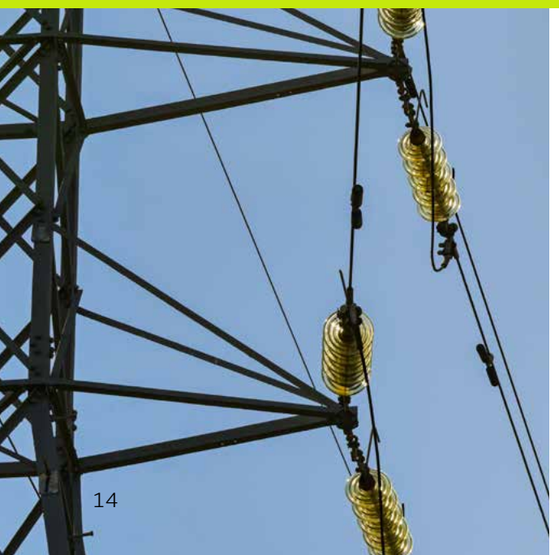
Our new memorandum of understanding with Network Rail will accelerate research into how weather affects the railway.

Cutting commissioning time from months to days and helping to keep trains running smoothly in the variable British weather.

Network Rail

Our railways are the backbone of Britain's economy, connecting communities and businesses across the country, and supporting the daily trips that keep the nation moving. This partnership between Network Rail and the Met Office is a game changer and represents exactly the kind of innovative collaboration we need to build a more resilient railway for the future.

Lord Hendy of Richmond Hill CBE
Minister of State at the Department for Transport



A safer, more efficient and resilient electricity network for the UK.

As a key data and science partner in the Ofgem and Innovate UK- funded REVISE project, we're providing world-class weather and climate consultancy and high-resolution environmental data to help unlock smarter use of the UK's electricity transmission network.



Among the 1st Volcanic Ash Advisory Centres to produce new higher-resolution Quantitative Volcanic Ash forecasts.

These new forecasts could have kept the skies open during the 2010 Eyjafjallajökull eruption in Iceland that significantly disrupted European airspace.



Trusted weather and climate intelligence in a radically changing world.

Helping you thrive



3.6m

active users of our refreshed Met Office app.

Launched in January 2026, our refreshed Met Office app delivers the same trusted weather information in a clearer, easier-to-read format. Built using a modern framework, it is more efficient, resilient and fit for the future, helping millions of users make confident and informed weather-related decisions.



Shaping the UK's future weather and climate capability.

Following the largest ever transfer of locally held data to the cloud, our new supercomputer successfully came on stream in May 2025.

To mark one year of operating our supercomputing system entirely in the cloud, we brought together senior leaders from government, industry, technology and academia at the Met Office in the Cloud event. Read more on page 65.

> *By combining NESO's energy system knowledge with the Met Office's meteorological and climate expertise, we can plan more effectively for a cleaner, affordable energy future - while ensuring the continuing reliability of our system as we face climate change.*

Dr Deborah Petterson
Director of Resilience and Emergency Management at NESO

> *The scale of the Met Office's cloud based supercomputing capability is significant... It is among the most powerful CPU based supercomputers [ultra-high-performance system] globally and is widely regarded as the most advanced system dedicated specifically to weather forecasting.*

Erin Chapple
CVP Commercial Solution Areas, Microsoft



Powering Britain's clean energy future with world-class weather intelligence.

Our new memorandum of understanding with the National Energy System Operator (NESO) reflects the continued importance of meteorological and climate knowledge in supporting Great Britain's transition to a clean, affordable and resilient energy system.

NESO
National Energy System Operator

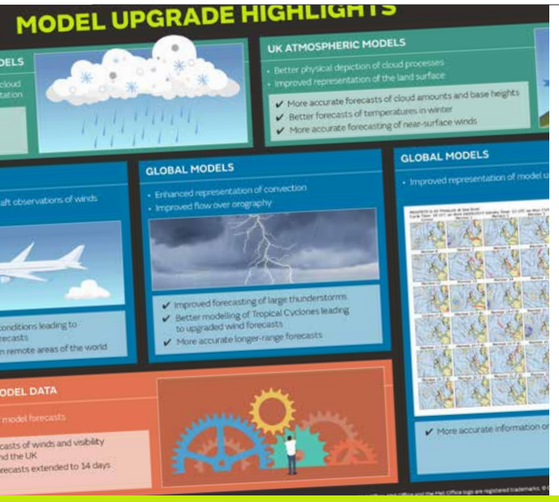


Partnering with the BBC to deliver a world-class public weather service.

We will reach even more people with essential weather and climate information across digital and broadcast platforms, and work to counter mis- and disinformation in the weather and climate space.

BBC

Helping you thrive



Our weather forecasts received a major upgrade with our new scientific model, Operational Suite 47.

The biggest scientific improvement in more than three years, and the first delivered using our new supercomputer, the upgrade brings our predictions even closer to real-world weather.

> *The Met Office's new supercomputer has allowed more accurate forecasting, particularly for cloud and fog, two difficult areas for forecasting. Improvements in weather science benefit us all, from more flights running on time, to roads being gritted when they need to be, to enabling earlier preparations for storms that risk lives and damage to homes and businesses.*
>
> **Lord Vallance**
> Minister for Science, Innovation, Research and Nuclear at the Department for Science, Innovation and Technology and the Department for Energy Security and Net Zero (5 July 2024 - 20 July 2026).



Harnessing artificial intelligence to deliver the next generation of weather forecasts.

We are working with the Alan Turing Institute on an AI weather prediction model called FastNet. The trust and understanding of traditional physics-based models combined with the extraordinary speed of AI will enable more localised and personalised forecasts, helping people make better decisions in a world where weather matters more than ever.

The Alan Turing Institute



A new European satellite will add an extra layer of precision to our forecasts.

The Meteosat Third Generation Sounder (MTG-S1) launched in July, is the second in a series of six satellites that will revolutionise and safeguard weather forecasting across Europe. It will provide more frequent and detailed data, used in calculations running on our new supercomputer.

> *The effects of the climate crisis are not distant threats: they are already being felt across Europe – through more frequent storms, longer heatwaves, and shifting climate patterns. MTG-S1 will support more timely warnings, safer travel decisions, more effective emergency response, and support informed action.*
>
> **Phil Evans**
> Director-General at EUMETSAT



Protecting UK agriculture and forestry from emerging pest threats.

Our UK Climate-Pest Risk web tool, developed in collaboration with Defra, helps experts assess which species are likely to establish in the UK's warming climate and take effective management action.

Statement from the Chair



Simon Thompson

The Met Office's vision is to deliver the most trusted weather and climate intelligence in a radically changing world. At a time of more frequent extreme weather events, accelerating climate change, disruptive technological innovation, geopolitical tensions and increasing misinformation and disinformation, our role has never been more important.

Through the application of world-leading science and technology, the Met Office provides impartial, trusted weather and climate intelligence when it matters most. This helps citizens, communities, business and government to make better decisions to stay safe and thrive.

Our strategic priorities

In June 2025, the Met Office launched its new five-year strategy, setting out three priorities that will help us to achieve our vision and purpose. Our first priority, customer driven, is to transform the way we serve our customers, understanding and delivering the products and services they need to make better decisions, to build resilience and thrive in a rapidly changing world.

Our second priority, purposeful data and intelligence, is to apply our world-leading weather and climate science and technology to deliver purposeful data and intelligence, realising the full benefits of our new supercomputer, and deploying the optimum blend of physics and artificial intelligence (AI) to improve the accuracy, consistency and useability of our data.

Our third priority, agility and innovation, recognises that to achieve the first two, we need to evolve the way we work. To succeed, we need to attract and retain the most talented people and empower them to innovate at pace. We also need to be a trusted partner, responsive to the requirements of citizens, communities, business and government. Our aim is to make the Met Office a simpler, better organisation to work for and with. You can read more about our strategy on pages 26-29.

Turning strategy into action

Our partnership with the National Energy System Operator (NESO) is a good example of our new strategy in action. Using AI-enabled technology, we will soon be able to combine our weather and climate data with NESO's energy system expertise to support the rapid deployment of wind and solar power. Our partnership will ensure that NESO's long-term planning and real-time operational decision-making are based on the best available weather and climate intelligence, enabling them to maintain the resilience of Britain's energy system, while supporting the transition to clean, secure and affordable energy.

We are also strengthening our partnership with Network Rail. When extreme weather events happen, decisions taken by rail controllers can impact millions of travellers. Among other research initiatives, we are working with Network Rail to develop probabilistic forecasting of the links between rainfall, soil conditions, geology and earthwork failures. Improved data sharing and collaboration will help to provide rail controllers with the data they need to decide where, when and how trains can safely operate during extreme weather events, reducing disruption and bringing significant social and economic benefits.

World-class science and technology

All our products and services are underpinned by world-class science and technology. Our new supercomputer successfully came on stream in May 2025, following the largest ever transfer of locally held data to the cloud. The first major scientific upgrade to our weather and climate model utilising the new supercomputer took place less than a year later, in February 2026. It is already yielding clearer, more accurate forecasts.

Independent scientific scrutiny from the Met Office Scientific Advisory Committee (MOSAC) and the Met Office Hadley Centre Science Review and Advisory Group (SRAG), which we hosted in very positive meetings in January 2026, confirms that the Met Office has made significant progress across its science and technology programmes over the past year, including in the development and deployment of AI. Working in collaboration with partners in academia, government and business, we are using AI to develop better products and services.

> *Our new supercomputer successfully came on stream in May 2025, following the largest ever transfer of locally held data to the cloud.*

This includes hyperlocal weather and climate information to enable better risk management and climate adaptation decision-making; rapid, high-resolution, short-range forecasts to inform critical operational decisions; and better models of wave action and ocean currents to enable safer and more efficient marine operations, including energy, search and rescue, and defence. We are also developing AI to automate production and service delivery, translating complex data into actionable insights at pace.

Trusted data to enable better decisions

London Economics estimated, in their report from 2024, that the Met Office would deliver £56 billion of economic value to the UK in the coming decade, representing a return of almost £19 for every £1 of public money invested. Crucially, this impact depends upon people trusting the weather and climate intelligence we provide and using it to take actions that deliver tangible social and economic benefits.

Despite ever-increasing misinformation and disinformation, particularly in relation to climate change, public trust in the Met Office remains exceptionally high, reflecting confidence in our impartiality and our world-class science and technology. But we recognise that we need to earn that trust every day.

Improving communications, building resilience

During the winter of 2025/26, the Met Office helped people to stay safe and thrive during some challenging weather conditions, including prolonged snowfall across the Scottish Highlands and the multi-hazard impacts of Storm Goretti in the South West. Through close collaboration between operational meteorologists, civil contingency advisors and communications teams, forecasts were rapidly translated into clear, actionable warnings with advice for government, emergency responders, businesses and the public.

This integrated approach helped millions to make informed decisions in real time, with digital and media channels reaching an unprecedented audience. During the peak of Storm Goretti, we had 2.2 million visitors to our website, 2 million users accessing the app and our largest ever daily audience on YouTube, with more than one million views. Nearly 90% of people surveyed afterwards said they acted in response to the amber snow warning and advice issued by the Met Office in relation to the storm.

People

Our achievements over the past year are due to the expertise and professionalism of our partners and the hugely talented and dedicated people who work at the Met Office. They are also due to the outstanding leadership of our Chief Executive, Penny Endersby, and the whole senior management team. I would like to thank them all for their hard work, enthusiasm and commitment during a year of rapid and often challenging change.

I would also like to thank my colleagues on the Board for their valuable contributions and insights, including Adam Jackson, Professor Anusha Shah and Professor Alan Thorpe, who retired during the year. I am pleased to welcome two new directors, Dr Florence Rabier, a highly respected leader in weather and climate science and former director general of the European Centre for Medium-Range Weather Forecasts, and Lindsay Jamieson, our new Department for Science, Innovation and Technology representative.

Outlook

Working with the Public Weather Service Customer Group, government, business and academia, we will continue to develop strategic customer partnerships, including with the BBC, Heathrow, Network Rail and the Maritime and Coastguard Agency. Through these and other partnerships, our customers and users will get easier access to the trusted weather and climate intelligence they need to make better decisions to stay safe and thrive.

In a radically changing world, the Met Office will continue to translate world-leading weather and climate science and technology into actionable data and intelligence for the benefit of society, the economy and national security.

Chief Executive's summary



Professor Penelope Endersby
CBE, FREng, Hon FInstP

This year was significant for the Met Office as we embarked on a new five-year strategic period. As we took stock of everything we had achieved and where we should focus for the future, the Met Office's core purpose holds as true as ever.

When we asked ourselves and our customers what sets the Met Office apart, the one theme which emerged most strongly was the extraordinary level of trust we enjoy. 85% of UK citizens say they trust the Met Office. This trust is built on our track record, our scientific credentials, our availability when it matters and our impartiality. We know that trust has to be continually earned and can easily be lost. This is especially true in an era where trust in institutions and science is falling, and AI is lowering the barrier to entry for competitors. Our new strategy and vision address these challenges head on. Since the strategy launch last year, we have made impressive progress on our three priorities: Customer Driven, Agility and Innovation, and Purposeful Data and Intelligence – with our people and values at our core.

Customer driven

Our trusted weather and climate intelligence is firmly focused on the needs of our customers, in sectors from defence and transport, to UK government customers, energy and environment, citizen and media. The winter 2025/26 season was among the wettest on record for parts of the UK, though rainfall was unevenly distributed. We saw this play out with significant flooding and coastal impacts. In the South West of England, our National Severe Weather Warning Service also issued a rare red warning for wind during Storm Goretti. This signalled danger to life with the need to take action, triggering the Cabinet Office to use the national Emergency Alert System.

We have worked closely with partners, civil contingency and resilience to create good practice to support the response to rainfall and flood risks. A new Rapid Flood Guidance service has been made operational to address rapid onset surface water flooding, providing emergency responders with faster, more localised guidance to support real-time decision making.

The year has seen significant space weather events with the Sun in its most active solar phase. We have worked with our customers in government and industry in response, utilising our new space weather modelling suite. New functionality means we can now forecast how solar disturbances can impact on systems such as those using GPS and radio signals.

This has been a year of new and strengthened partnerships across an impressive range of organisations. We were delighted to have restored our partnership with the BBC, reuniting the nation's forecaster with the nation's broadcaster to deliver trusted weather and climate intelligence. Together, we will provide a better public service and help more people to stay safe, thrive and understand our weather and climate. We are refreshing our strategic relationship with Heathrow. We have signed a Memorandum of Understanding with Network Rail, accelerating and enhancing research into weather and impacts on the railway. A new agreement with the National Energy System Operator (NESO) will widen the scope of our existing relationship in support of the government's Clean Energy Mission. Our new charitable partnership with the British Red Cross sees great alignment in strengthening whole-community resilience. We have also launched a new partnership with Samsung, enabling us to increase the reach of our news, blogs and weather articles through Samsung Weather and News apps on 17 million UK devices.

Purposeful data and intelligence

Delivering our new supercomputing capability in partnership with Microsoft was a cornerstone of our last strategy. This capability, now fully operational, is a world first in scientific supercomputing delivered as a service. Attention now turns to making sure we use it to deliver improvements for our customers with more reliable and accurate forecasts. We were delighted to implement our biggest scientific upgrade for several years to start to deliver the scientific improvements we have had in the pipeline. This new science delivers clearer, more accurate and more intuitive forecasts, bringing them closer than ever to real-world weather.

> *Our trusted weather and climate intelligence is firmly focused on the needs of our customers...*

Using artificial intelligence (AI) in weather forecasting has the potential to give us a new route to faster and cheaper weather forecasts. We built a platform of knowledge and skills through our last strategy which we are now using to accelerate delivery in the new one. Our scientists are investigating the optimum blend of AI and physical modelling techniques to deliver the best possible weather and climate predictions. We have developed and refined our FastNet AI weather model in collaboration with the Alan Turing Institute, explored the potentially revolutionary impact of machine learning on global seasonal forecasts and worked with Amazon Web Services to see how AI could shape the future of the Shipping Forecast. We are also learning to use AI to make climate projections possible at hyper local scales.

Our AI for Everyone programme extends across the whole Met Office, ensuring that we take advantage of AI and machine learning tools to improve our agility and efficiency in our business processes. Meanwhile in our Products and Services Domain we are exploring how AI can be deployed to deliver benefit to our customers and users.

Our trusted climate intelligence is being used to inform decision makers in our radically changing world. The annual State of the UK Climate report, compiled by Met Office scientists, was published in July 25 during the UK's hottest summer on record. It was used by the Department of Energy Security and Net Zero and Defra to form the basis of a Climate and Nature Statement, drawing attention to the links between climate change and preserving biodiversity.

At COP30 in Brazil the Met Office shaped conversations on resilience and adaptation, and showcased our longstanding Amazon FACE project with WCSSP (Weather and Climate Science for Service Partnership) Brazil. The project studies how the rainforest responds to a future carbon-rich atmosphere. We issued an update to the UK Climate Projections offering robust evidence for government planning and adaptation scenarios, including support for the National Security Risk Assessment (NSRA).

Agility and innovation

We are a hugely innovative organisation, balancing our openness to new ideas with acceptable levels of risk and value for money. We are focusing our innovation on better outcomes for our customers and more productive ways of working.

We are innovating to deliver smarter, more flexible forecasts based on our advances in scientific accuracy and our data model. We made significant strides towards our 2026 goal to use a new operational forecasting platform. This will make forecasting faster and more efficient, resilient and able to evolve as customer needs change.

Our refreshed Met Office app launched in January 2026, enabling over 3.6 million active users to access accurate, timely information at their fingertips. Working with our Public Weather Service Customer Group, the app's new design and enhanced functionality reflect our commitment to our users. The more agile interface has allowed us to respond dynamically to user feedback and iterate much more responsively than in the old version. You can read more about our app on page 51.

Our people

The engagement and wellbeing of our people underpin our achievements. The results of the 2025 annual People Survey continued to be very encouraging, maintaining our positive progress and reflecting our culture of innovation and use of AI. Pride in being part of the Met Office and a strong personal attachment to the organisation were recurrent themes, and more employees than ever would recommend us as a Great Place To Work and we retain our place on Great Place To Work's Best Workplaces in Tech 2025. I am particularly proud that our 2025 Gender Pay Gap report shows that we have almost eliminated our gender pay gap, now at just 2.3%, with real progress in representation of women in more senior levels. This is the result of a sustained campaign of interventions at all career stages.

Coming back to our strategic outlook to 2030, we have embarked on a programme to simplify our processes and structures to make the Met Office simpler to work for and with, which was a clear point of feedback from both staff and external stakeholders. We have moved to a structure of three domains, each made up of clearly defined and maintained capabilities and led by a Managing Director with the ability to empower decision making more locally and swiftly, with fewer, clearer processes.

We were proud that last year's annual report won the PWC Building Public Trust Award for "Best Public Sector Annual Report and Accounts 2024/25." That is a demonstration of what we are committed to achieve as a trusted, impartial, scientifically excellent and value for money public body, helping you make better decisions to stay safe and thrive.

Strategic report

Outlook to 2030

Our world is changing radically. The government's five missions ask us to be at the heart of driving the UK's economy and to support its resilience. Geopolitical uncertainties, climate impacts, and technological disruptions, like the rise of AI, present both challenges and opportunities. We're ready to meet them, thanks to the delivery of our new High Performance Computer (HPC) and the solid foundations we're building.

So now it's time for a new way forward. We listened carefully to the voices of our people, stakeholders, customers, and partners in planning our next steps. We heard the call for us to be sharper, more customer-centric, and ready to harness the full potential of new technologies.

In 2025, we proudly introduced our new five-year strategy, our 'Outlook to 2030.' This is more than a roadmap, it's our commitment to navigating the next five years with focus, purpose and impact.

Three priorities

We have identified three priority areas where we need to make most effort to be successful;

- Agility and innovation
- Customer driven
- Purposeful data and intelligence

Our people and values remain our vital core. Under each priority area, we have a set of clearly defined strategic outcomes, describing what success looks and feels like. Being clear on the outcomes we are looking to achieve by 2030 encourages innovation and creative problem solving, and connects the important work we do to meaningful goals.

For each of our 15 strategic outcomes, we are adopting a five-year Objectives and Key Results (OKRs) approach. OKRs set out ambitious objectives - qualitative statements of what we will achieve - alongside a small number of key results, which are measurable outcomes. This approach gives us a focused set of data points to help track our progress over the next five years as we deliver our strategic priorities.

The Met Office also continues to have an annual set of performance measures that represent how well the organisation is performing which can be found on pages 48, 54, 60 and 80. These measures are agreed by the Met Office Board and are deliberately ambitious. Performance against agreed milestones is reported throughout the year. Performance against some of these measures is then linked to Met Office-wide corporate performance pay, encouraging employee engagement.







Agility and innovation - Working with agility to balance innovation, risk and value for money.

- 11 Our people
- 12 Our partners
- 13 Enable innovation
- 14 Data business model
- 15 Our organisation

Customer driven - Transforming to serve citizens, communities and businesses with trusted services which deliver growth and value.

- 1 Focused products
- 2 Transformed production capabilities
- 3 Service led approach
- 4 Assured services
- 5 Growing demand

Purposeful data and intelligence - Increasing value and driving growth by delivering the most accurate, consistent, and usable weather and climate data and intelligence.

- 6 Research and innovation
- 7 Supercomputing
- 8 Prediction and projection
- 9 Advanced observations
- 10 Weather and climate data



We're not just forecasting the future, we're shaping it

We launched our new strategy in June 2025. From scoping the new strategy to refining and launching it, we have put people at the centre: creating a cross-organisation Strategic Insights Team; formal consultations to hear from stakeholders, customers and partners; and, hosting energising launch events in Exeter, Aberdeen and Reading for employees, partners and stakeholders.

Met Office Strategy Launch, June 2025.

Business model

How we are funded

Met Office

The Met Office is an executive agency and trading fund, sponsored by the Department for Science, Innovation and Technology (DSIT).

Over **1,200 customers** deliver **£330m of income** annually

Our core customers

58%

of funding is managed through DSIT

Department for Science, Innovation, & Technology

18%

of funding from MOD, FCDO and Defra

Ministry of Defence

Department for Environment Food & Rural Affairs

Foreign, Commonwealth & Development Office

12%

of funding from The Civil Aviation Authority

UK Civil Aviation Authority

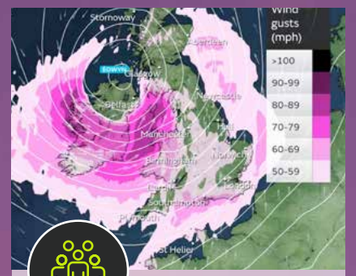
*At the time of writing, the Department for Science, Innovation and Technology (DSIT) was in place. As part of the machinery of government change in July 2026 the Met Office's new owning department will be the Department for Business, Innovation, Science and Trade (BIST).

Key sectors



Energy and Environment

- Devolved governments
- Energy
- Offshore
- Water
- Air quality and health
- Hazards



Citizens, Media and Data

- Public Weather Service
- Broadcasters like ITV, STV, GB News
- Syndication e.g. to Apple News and Samsung
- Private weather enterprise
- Big tech
- Industry



Defence

- MOD
- Met5 Nations
- North Atlantic Treaty Organization (NATO)
- Defence Science and Technology Laboratory and Atomic Weapons Establishment



International Engagement

- WMO
- FCDO, WISER and Climate Security
- DSIT International Science Partnership Fund
- Systematic Observations Financing Facility and Climate Risk and Early Warnings Systems Initiative
- United Nations, World Bank and World Food Programme
- ECMWF and EUMETSAT



Transport

- Aviation
- Roads
- Rail
- Space Weather
- Marine



UK Government Business

- DSIT and Department for Energy Security and Net Zero (DESNZ)
- Met Office Hadley Centre Climate Programme
- Research e.g. Defra climate services
- Cabinet Office

How we create value

We are uniquely positioned to provide the most trusted weather and climate intelligence.

Our core purpose drives everything that we do to deliver value and impact for our customers and their end users.

An independent report by London Economics (2024) estimated that we will deliver £56 billion in benefits to the UK economy over the coming decade through our services - representing a £19 return for every £1 of public investment.

We place customers at the heart of our operations and translate complex environmental data into clear, actionable intelligence. This enables people, communities, governments and businesses to anticipate risks earlier, reduce their impact and recover quicker. It also enables businesses to optimise operations, realise weather- and climate-related opportunities and gain decision advantage.

We also make our data available, discoverable and useful to different user communities so they too can create value. Our data is available through three major data platforms: Esri, Amazon Web Services and Snowflake and we also integrate our open data with Public Cloud platforms. This ensures that our data is in the right place and in the right formats for our users.

Our trusted intelligence enables customers and end users, however they access it, to make informed decisions with confidence.

Read more about the value of our space weather services on page 46, and shipping forecast on page 42.

Our value chain

How we organise our capabilities to deliver value and impact - our three domains

Customer focused product and service delivery

We provide a comprehensive, end-to-end weather and climate service from raw data collection to actionable intelligence for government, industry, and the public. This includes observational data, high-resolution forecasting, specialised consultancy and long-term climate monitoring. We develop our services for customers, with customers.

We consistently rank as the most trusted name for weather intelligence in the UK– 85% of the public trust our weather forecasts, 93% of Met Office users take action based on weather forecasts and 97% of emergency responders trust us as the provider of the National Severe Weather Warning Service.

We actively work to protect information integrity – countering mis and disinformation.

Customer engagement

Customer strategy and growth

Service delivery

Weather and climate intelligence

Digital production

Products & Services



The UK's sovereign, trusted and world-leading weather and climate intelligence

Our National Capability is the core, UK-wide scientific and technical infrastructure and capability that underpins all weather and climate services.

We collect and make sense of vast volumes of data – over 50 billion observations per day from across the globe. We maintain a substantial network of infrastructure to gather this data that we store and process on our supercomputer. These observational datasets are a crucial input to our models and forecasts.

Read more about our observations and network on pages 40-41.

National capability data production and supply

National capability post processing, evaluation and application

Monitoring and projection

Model development and prediction

Observation

National Capability



Our enabling functions are our underpinning capabilities and resources. They contribute to every aspect of the Met Office - from our people and culture to security, communications and governance.

We nurture world-leading partnerships that accelerate our delivery capability and innovation.

One of the Met Office's growing roles is that of an integrator. We're moving from transactional delivery to trusted strategic partnerships that leverage our complex relationships at the intersection of technology, science, business and government for the benefit of our customers. By strengthening external collaborations and enhancing our collective capabilities, we are unlocking new value, helping our partners accelerate their goals and ensuring our services are mission-critical across every market we serve.

Read more about our strategic partnerships on page 38.

Reaching our customers

We operate 24/7 employing a highly skilled and diverse workforce of c2,534 people across 56 locations around the world including:

722 weather and climate scientists

453 in technology pulling through the science into operations

165 delivering programmes with partners and customers

458 meteorologists delivering frontline services to customers

We reach customers and end users with our weather and climate intelligence in a variety of ways.

Met Office weather and climate intelligence

Digital channels	Media	Services	Partners include
▪ Met Office website ▪ Met Office app ▪ Social media Facebook X YouTube Instagram TikTok LinkedIn WhatsApp Bluesky	▪ Local and national media ▪ Print, online and broadcast ▪ Digital	▪ Operational forecasts ▪ Data ▪ Research and consultancy services	▪ UK government (including Cabinet Office, Defra, Department for Education) ▪ Charitable organisations (including RNLI, British Red Cross) ▪ Industry and sector partnerships (including NATO, Civil Aviation Authority, Centre for Connected and Autonomous Vehicles, Amazon Web Services) ▪ International partnerships (including Weather and Climate Science for Service Partnership programme) ▪ Syndication partners (including Apple News, Samsung and MSN news) ▪ Media partners (including ITV, Channel 4, Channel 5, Sky)

Customers and end users

Connecting with millions every day

We strive to reach the majority of the UK population, through our web, app, social channels and media partners.

Where people might be harder to reach and the most vulnerable to the impacts of weather and climate, we seek out alternative channels to reach people in their communities for example GP surgeries, community and resilience forums and telephone services.



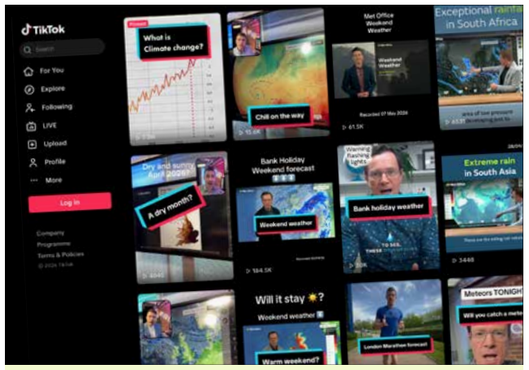
App

1.2 million



Website

637,700



Social media

2.38 million



Media (online, broadcast, print)

1,000 mentions

NOTE: Daily averages are based on FY2025/26 data. App and website figures show average daily active users; social media figures show average daily impressions; media figures show average daily volume of coverage - coverage varies across the year.

Customer partnerships

Below you will find some of our key customers we have partnered with this year.



This partnership brings together the nation's forecaster and the nation's broadcaster. It enables us to reach more people with impartial, trusted weather and climate information; enhance public trust; and improve value for money from public investment.

> *Weather is one of the UK's favourite conversations and one of the BBC's key digital services. Bringing the BBC and the Met Office closer together through this partnership gives us a major opportunity to combine trusted journalism with world-class forecasting expertise, helping audiences across the UK better understand the weather, make informed decisions and get the information they need when it matters most.*
>
> **Jonny McGuigan**
> Executive Editor - Growth, Social & Weather at BBC



At the heart of the long-term partnership between Heathrow and the Met Office is a set of principles designed to support safe, resilient, and efficient airport operations today and into the future. Weather and climate services are key to ensuring Heathrow continues to be one of the best-connected airports in the world now and into the future.

> *With the existential challenges that we all face as a result of the changing climate, having a partner who can not only help to optimise our on-the-day operational decisions, but also inform our strategic choices as part of becoming an extraordinary airport, fit for the future, is crucial.*
>
> **Dale Reeson**
> Director of Operations at Heathrow



This partnership is rooted in the historic Shipping Forecast, which has been in operation since 1861. The Maritime and Coastguard Agency (MCA) is responsible for the provision of Maritime Safety Information to ships at sea, which includes the broadcast of warnings and forecasts. The Met Office initiates warnings and prepares routine forecasts for dissemination on behalf of the MCA for METAREA1. As well as reliable, accurate and timely information to support safety, the partnership also supports operational planning for maritime trade which underpins the UK economy.

> *The accurate, timely and accessible Maritime Safety Information (MSI) that the MCA provides in partnership with the Met Office is crucial for safe seafaring, and we hugely value our collaboration. As well as the famous Shipping Forecast, together we deliver Gale Warnings, High Seas Forecasts, and Storm Warnings amongst other supplementary marine weather services. This highly skilled work gives seafarers the knowledge they need to make good decisions, stay safe at sea, and come home to their families.*
>
> **Andrew Colenutt**
> Head of Hydrography & Meteorology at MCA



We have a shared commitment to supporting the UK's transition to a future clean, resilient and affordable energy system. Building on a long-standing relationship, we signed a Memorandum of Understanding with NESO, beginning on the 7 November 2025. The agreement will bolster the resilience of the energy sector to changing weather patterns.

With the UK reaching a peak operational demand of 47,319MW in January 2025, reliable and resilient outputs are vital, particularly in setting a use-case for Met Office involvement in new sustainability mandates.

> *By combining NESO's energy system knowledge with the Met Office's meteorological and climate expertise, we can plan more effectively for a cleaner, affordable energy future - while ensuring the continuing reliability of our system as we face climate change.*
>
> **Dr Deborah Petterson**
> Director of Resilience and Emergency Management at NESO

Our strategic partnerships

We co-create with world class partners to drive innovation, expand our reach and deliver greater value for the UK.

Encouraging mutually beneficial collaborations has been instrumental in supporting our core purpose and vision, while also creating growth opportunities for business, institutional and academic organisations to leverage our data. By strengthening external collaborations and enhancing our collective capabilities, we have boosted innovation, gained access to new markets, expanded our delivery capacity and increased our reach.

By working with partners, we draw on scientific and technical expertise beyond what a single organisation can achieve alone. Through the Momentum® Partnership, we develop a shared modelling framework for weather and climate applications, improving efficiency and reducing development costs through shared expertise.

Alongside this, the Met Office Academic Partnership (MOAP) brings together leading UK universities and the Met Office in a long-standing network, aligning research on key areas of mutual interest to advance pioneering science that can be integrated into trusted services.

Microsoft

ibl weather software solutions

The Alan Turing Institute

aws

opernicus

Momentum® The Unified Earth Environment Prediction Framework

Met Office Academic Partnerships

WORLD METEOROLOGICAL ORGANIZATION

ECMWF

EUMETNET

esa

UK SPACE AGENCY



Met Office in the Cloud event panel.

Land, sea, air and space: Global observations

Meteorological observations are foundational for weather forecasting, climate research, operational safety and resilience. They provide a real-time snapshot of atmospheric conditions, feeding directly into our systems to ensure our forecasts remain accurate and reliable.

As a founding member of the World Meteorological Organization, the Met Office, alongside other national meteorological services, established the 'Global Observing System' which today provides in excess of 50 billion observations a day from around the globe. This has been made possible by members adopting free and open data exchange policies which continue to underpin the delivery of weather and climate services today.

We own and maintain the weather observations network in the UK. Our extensive network and international partnerships ensure we have a global view, and that data collection and analysis is robust, supporting both immediate forecasting needs and long-term climate understanding.

We also operate a European-wide lightning detection network that is crucial for public safety and industries such as aviation. Our dedicated Space Weather Operations Centre is operational 24/7 to monitor and forecast solar activity to protect UK infrastructure. We use ground-based neutron monitors and high-altitude radiation sensors, to analyse solar wind and radiation levels to predict impacts on satellites, power grids and aviation communications.

The primary Met Office Observation Networks have approximately 1,000 sites and platforms, with many more operated by partners. You can find these on the opposite page.



- Operated by partners

Weather Radar and Remote Sensing

- 15 operational radar (+1 in delivery)
- 9 volcanic ash lidars
- 9 long range lightning detection sites
- 1 operational radar (Jersey)
- 90 Global Navigation System water vapour sites and data processing system (Ordnance Survey & University of Luxembourg)

Land Surface

- ~300 Met Office surface observing stations
- 140 voluntary climate observing sites
- 2 Principal Radiation Stations
- 327 Met Office owned rain gauges
- 2,164 hydrological partners rain gauges
- 221 rain gauges with other authorities
- ~1,800 3rd party automatic weather stations

Marine Networks

- ~ 200 voluntary observing ships
- 14 fixed platforms (ocean moored buoys, light vessels)
- ~40 drifting buoys
- ~140 Argo floats measuring sub-surface profiles
- ~70 rigs/platforms (oil and gas)
- 1 sub-surface North Sea Glider
- Global network of ~1100 drifting buoys
- Global network of ~ 4,300 Argo floats

Air

- 2 manually operated radiosonde sites
- 4 automatic radiosonde launchers
- UK Mode-S commercial aircraft network
- 100s AMDAR equipped commercial aircraft (EUMETNET)
- ~16 ASAP shipborne radiosondes (EUMETNET)
- Global Mode-S network
- UK and overseas partner operated radiosonde stations

Space

- Exeter satellite reception system
- Pull-through of EUMETSAT's MTG-I1 and NOAA's SWFO-L1 satellites into Met Office services
- Utilisation of ~300 million observations a day from ~40 satellites operated by EUMETSAT and global partners
- Loss of 5 satellites and gain of 5 satellites in the Global Observing System this year

Helping businesses save money, protect lives and cut emissions

£135.3m of annual benefits from Met Office marine weather services

An independent study by London Economics found that the Met Office's marine weather forecasts and warnings deliver significant cost savings, operational efficiencies, safety improvements and environmental benefits.

These are felt by UK and non-UK commercial shipping operators, seafarers and crew members, passengers and the UK public, and beyond.

£135.3m annual benefits worldwide of which **£15.1m** are in the UK

£28.5m
Better forecasts help ships choose efficient routes, cutting fuel use by ~3%

£48.1m
Lower fuel use reduces emissions

£56.1m
Avoiding rough weather reduces damage to ships and cargo

£2.6m
Improved forecasts reduce accidents, saving lives and preventing injuries

Not valued in this study:

Fewer incidents reduce environmental risks like oil spills or lost cargo

More reliable shipping strengthens supply chains and lowers costs for businesses and customers

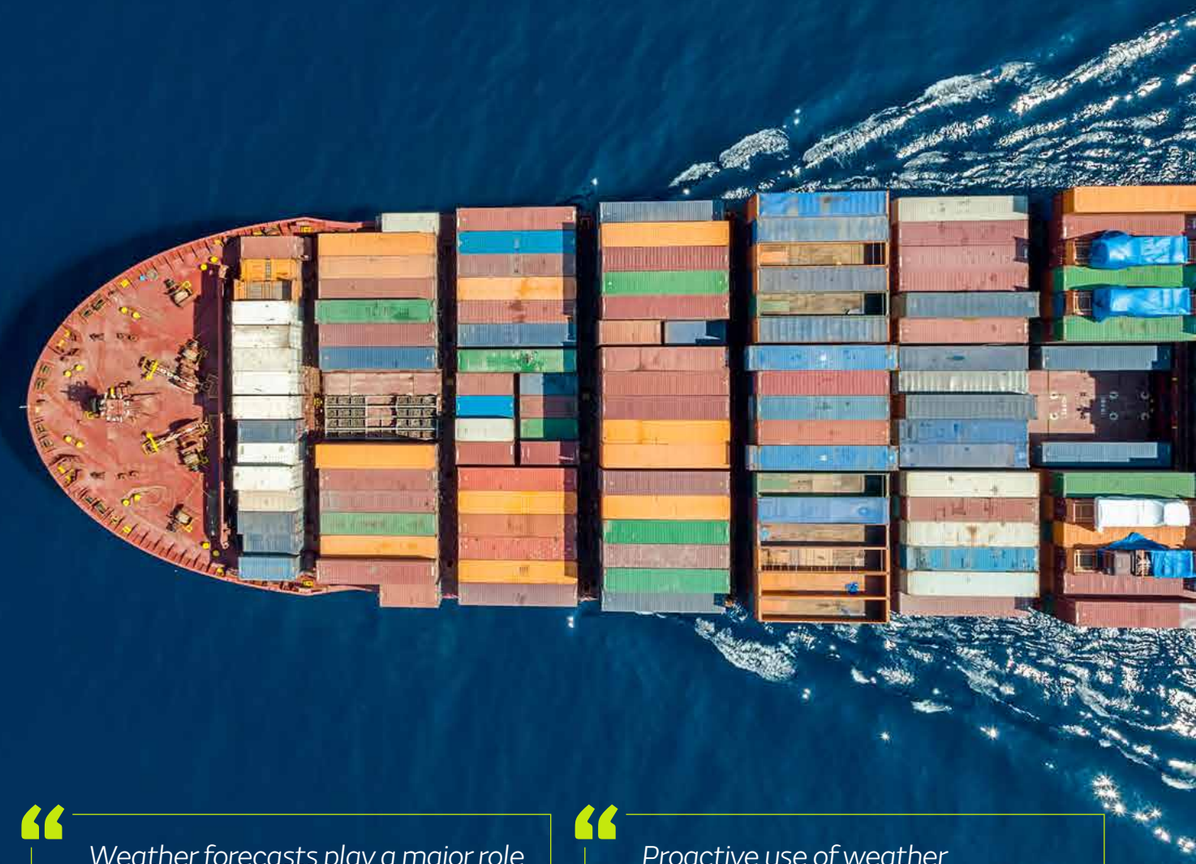
Smarter routing helps ships avoid delays

Our marine heritage is deeply rooted in our origins supporting the Royal Navy and delivering the world renowned Shipping Forecast that has helped to safeguard lives at sea since 1861 (read more about our partnership with the Maritime and Coastguard Agency on page 37). This legacy is strengthened by a vast observation network (see pages 40 and 41) that enables us to gather critical meteorological and oceanographic measurements. Building on this foundation, we continue to innovate through partnerships such as Oshen, whose autonomous, wind-powered C Star vessels can operate in extreme conditions to collect high resolution ocean data, helping to fill gaps in coverage and enhance our understanding of the marine environment.

We support the UK government's commitment to safety and security across the maritime sector, recognising that maintaining safe, secure and resilient shipping operations is fundamental to sustaining UK trade, economic growth and global competitiveness.

> *Weather forecasts and routing are one of the main preventive tools for delays and damages available to an operator.*
>
> **Cosimo Cervicato, Senior Executive Engineer**
> A major commercial shipping company

> *Weather-related incidents are a leading cause of maritime insurance claims.*
>
> **Captain Anastasios Leonburg, Senior Marine Risk Consultant**
> Allianz Commercial



> *Weather forecasts play a major role in improving fuel efficiency when integrated with voyage optimisation and performance monitoring.*
>
> **Cosimo Cervicato, Senior Executive Engineer**
> A major commercial shipping company

> *Proactive use of weather forecasts to avoid adverse conditions can reduce the likelihood of incidents.*
>
> **Captain Anastasios Leonburg, Senior Marine Risk Consultant**
> Allianz Commercial

The figures quoted are provisional annual benefits and subject to change ahead of publication of the final report.

Innovating today. Protecting tomorrow.

BBC's Carol Kirkwood (One Show) interviewing Chief Forecaster Dan Suri.

Protecting lives and livelihoods

£75.5m annual benefits from Met Office Space Weather Service

A new independent study by London Economics has evaluated the economic benefits of the Met Office's world-leading Space Weather Service.

Space weather refers to activity on the Sun, such as solar storms, that can travel towards Earth and disrupt technology. These events, though rare, can severely interfere with satellites, aviation systems, electricity networks and communications, all of which the UK economy and society rely on every day. As a result, severe space weather is recognised by the UK government as one of the country's highest priority natural hazards.

Our dedicated Space Weather Operations Centre is one of only a handful of 24/7 space weather prediction centres around the globe. Our world-leading Space Weather Service gives early warnings and expert advice to help organisations prepare for solar activity before it causes disruption. It supports critical national infrastructure, businesses and the public - keeping the lights on, planes moving and satellites operational - strengthening the UK's resilience and economic stability.

The National Audit Office published a new report in March 2026, 'The UK's resilience to severe space weather', which strongly recognises our critical role in protecting the UK from the impacts of extreme solar activity. This includes our world-leading forecasting; trusted scientific integrity; strong international reputation; and impact-focused support to key sectors.

> *Having Met Office staff on-site is extremely valuable, providing vital insight into upcoming terrestrial and space weather events.*
>
> **Kevin Morgan, Manager Network Operations Delivery**
> NATS (National Air Traffic Services)

Energy

£69.5m

Protecting the grid

Helps prevent major power outages during solar storms

Supports grid operators to take early action

Aviation

£5m

Preventing disruption

Reduces flight delays, cancellations and rerouting

Supports safe and efficient air travel

Satellites

£1m

Reducing outages and costs

Helps operators protect satellites from solar damage

Reduces service interruptions and operating costs

The £75.5m figure reflects quantified annual benefits for key sectors. It does not capture the full value of the service, including wider benefits such as improved national preparedness, coordination, long-term resilience, and future growth in space-enabled services.

The figures quoted are provisional annual benefits and subject to change ahead of publication of the final report.

Customer driven - products and services

Strategic outcomes

1. Focused products
2. Transformed production capabilities
3. Service led approach
4. Assured services
5. Growing demand

Customer driven

KPIs

Streamlining Product Portfolio

Reduce product base by 75% in 5 years. For 25/26:

- Set out 5-year ambition for future product portfolio and plan for rationalisation/consolidation by 30 Nov 25
- Retire first tranche (25%) of products by 31 Mar 26
- Achieve 20% reduction in manually generated operational meteorology products by 31 Mar 26

Service Line Implementation

Exemplar created for defence:

- Exemplar recommendations completed to inform future domains and capabilities organisational structure by 31 Dec 25
- Deliver year 1 defence costs savings and Defence SDA back to profit levels required in Year 2 by 31 Mar 26

Customer Satisfaction

Continue to deliver the services our customers expect. Specifically:

- Maintain Public Weather Service Customer Group (PWSCG) warnings accuracy (baseline 80%, very poor less than 20%) and deliver 5 out of 6 contract delivery metrics from our top 5 customers (PWSCG, CAA, MoD, FCDO, Met Office Hadley Centre Climate Programme)
- Develop new customer satisfaction/trust metrics by 31 Oct 25 and implement metrics by 31 Mar 26

Fully achieved Partially achieved

Our new organisational strategy launched in June 2025 [see page 26]. Our strategic priority is to deliver transformed customer facing services whilst maintaining people's high level of trust in us and our purpose of helping people to make decisions to stay safe and thrive.

Our KPIs were intentionally ambitious, and we only narrowly missed achieving them in full. While we exceeded the target for overall product portfolio rationalisation of 25%, we fell short of a sub-target for manual intervened products. Efficiencies in Defence costs were offset by increased operating costs from new systems coming online and could therefore not be sustained. Both examples highlight the challenge of replacing legacy technology and ways of working, which will be addressed through a dedicated transformation programme this year. Difficulties in meeting challenging accuracy measures for the CAA has triggered a full review of our ways of working and accuracy verification method, which will help shape a more appropriate future measure.

A major highlight has been the advancement of nowcasting and rapid flood guidance, reflecting our growing role in supporting emergency preparedness. The Flood Forecasting Centre launched the Rapid Flood Guidance trial helping translate cutting-edge science into operational practice. Nowcast information is now live on Hazard Manager, improving situational awareness for partners.

We successfully launched the refreshed Met Office App, an upgrade for 3.6 million active users and a major step forward in our digital service delivery. Powered by advances in observation data, ensemble modelling and postprocessing, the app is a key step to delivering more accurate, localised forecasts with a clearer, more modern user experience [see strategy in action page 51].

This year, our strategic partnerships have continued to grow. We refreshed our contract with ITV, which provides us with invaluable reach to the public. The developing BBC partnership represents a major opportunity to enhance public trust and reach by combining the Met Office's scientific authority with the BBC's broadcasting expertise. Work is underway to ingest Met Office data and advice into BBC programmes and products, as well as develop joint content, improve weather education and tackle misinformation.

In transport, our collaboration with Network Rail has progressed, allowing faster development of joint research into weather impacts on the rail network. This includes probabilistic forecasting and understanding earth work failure risk while also developing tools to help controllers make safer, more informed decisions about train running during extreme weather.

We also deepened our role in national infrastructure planning through our partnership with the National Energy System Operator (NESO), supporting



the UK's clean energy transition and long-term energy resilience.

Internationally, the WISER programme (Weather and Climate Information Services) continued to deliver major socioeconomic benefits, including more than £200m in avoided losses and improved climate services for 3.3 million households, while building long-term capability across Africa through coproduction and capacity building. Complementing this, our work aligned with the Weather and Climate Science for Service Partnership Programme (WCSSP) strengthened global climate services collaboration and seasonal to decadal forecasting capability, reinforcing the UK's international leadership in climate resilience.

> *I am proud that in our first year of the planned organisational change public trust remains high at 85%. By combining advancement in digital technology and our people expertise, we build agile solutions for our customers, ensuring we remain a force for good and deliver excellence in a world of increased uncertainty and climate change.*
>
> **Simon Brown**
> Met Office Managing Director, Products and Services

Market review

Over the past year, the market for weather and climate intelligence has undergone significant change, shaped by increasing disruption, intensifying competition, evolving customer expectations and shifting demand across the Met Office's six core sectors.

Extreme weather events, rapid advances in AI and heightened national resilience priorities have all contributed to a more volatile operating environment, driving customers to seek higher confidence forecasts, more localised intelligence, and seamless integration of data into their decision-making systems. Disruption has been particularly evident in aviation and energy, where operational efficiency and resilience are being reshaped by digital transformation and climate impacts.

Competition has grown, fuelled by commercial providers who build enhanced services on top of open model data using proprietary algorithms, high-resolution modelling and user centric digital experiences. The Met Office is transforming - modernising services, accelerating innovation and demonstrating agility. Customer research shows strong trust and appreciation for scientific excellence and operational reliability, but also identifies clear areas for improvement, including digital self-service, integration, responsiveness and deeper involvement in product design.

Across core sectors - UK government, transport, energy and environment, defence, international and citizen and media - market posture analysis highlights many opportunities. Government and international engagement remain growth areas; defence and citizen and media are stable but require modernisation; transport demands selective, high value expansion; and energy and environment requires proving new delivery models.

Overall, the market is moving decisively toward outcome-based partnerships, purposeful data services, and service led delivery models. The Met Office must continue transforming its capabilities, leveraging applied science and AI, and strengthening customer relationships to remain the UK's most trusted provider of weather and climate intelligence.



Our strategy in action

The launch of the refreshed Met Office App puts customer needs, scientific excellence and digital innovation at the heart of service delivery. As one of our most visible public facing products the app plays a critical role in how millions of people access trusted weather intelligence.

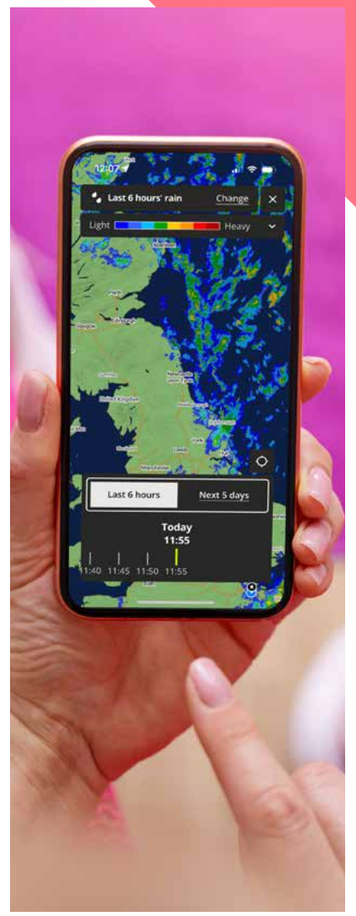
The refreshed app was released in January 2026 - users told us they wanted a more modern and less cluttered design to help them get key weather information quickly and easily. We listened and built from the ground up. We undertook extensive public and private beta testing, during which users provided insights into layout, usability and clarity. This user-centred approach directly informed design decisions, improved navigation and clearer presentation of localised forecasts.

Underpinning the upgrade were significant advances in our forecasting and data processing capabilities. The app now benefits from improvements in observation systems, ensemble modelling and postprocessing system. This enables more accurate and reliable location-based forecasts for customers. Importantly the refreshed app has been built with modern technology and a single codebase resulting in a unified design across iOS and Android which enables faster improvements and provides a flexible platform for future development. These enhancements reflect our strategic commitment to delivering science-powered digital services that meet rising expectations for precision and timeliness.

Agility to act on customer feedback has been central throughout. Since the launch, we have gained valuable insights from real-world use at national scale – including how people use the app, what they value most and where we should prioritise improvements. There was a lot of feedback following the initial release and within days of launch, the team released three rapid updates, directly addressing feedback from users and specific customer groups. These iterative improvements, ranging from interface refinements to performance enhancements, demonstrate the agility and responsiveness that sit at the core of our service-led operating model. They have continued to monitor feedback to shape further updates to the App. This reflects a shift in our approach towards agile, user-driven improvement rather than periodic large-scale releases.

The App also enables the Met Office to strengthen its position in a competitive digital weather landscape. By combining our scientific credibility with a modernised digital experience, it helps reinforce public trust while increasing reach across diverse user groups, from commuters to emergency planners.

Most importantly, the refreshed app demonstrates the value of our strategic direction: delivering trusted weather and climate intelligence through services that are easier to access, more engaging and more aligned with real-world decision making. The refreshed app is part of an ongoing process to improve our public facing forecast provision on both the app and web. It is a tangible example of how transforming our products and embracing customer-driven design helps people across the UK stay safe, plan with confidence and thrive in a changing environment.

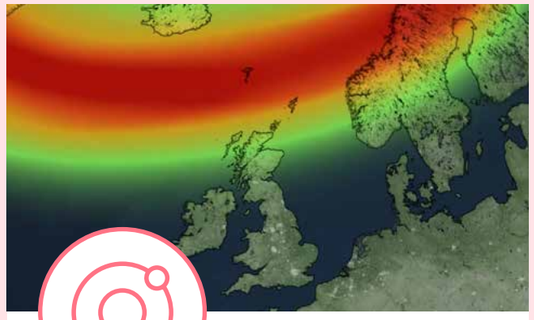


> *By creating a minimum viable product, we could test the product at scale in the real market and iterate based on real consumer behaviour. We could also adapt quickly and fix issues faster than a more traditional approach.*
>
> **Charandip Sidhu**
> Product Manager

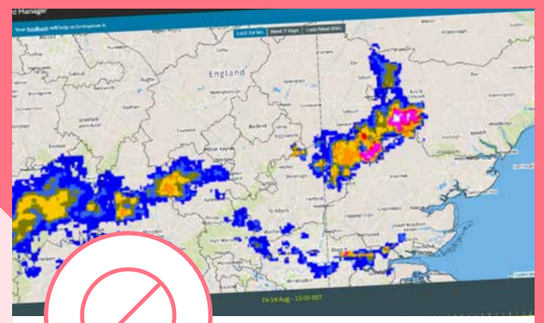
This year's highlights



New cloud based computing infrastructure supports the resilient, secure and future proof delivery of weather and oceanography forecasting services for defence users across MOD and NATO, strengthening operational decision making for years to come.



Pioneering new space weather modelling suite enables operational forecasting of the upper atmosphere at the Met Office for the first time. This world leading capability improves prediction of space weather impacts on satellites, aviation and communications, including critical polar flight routes.



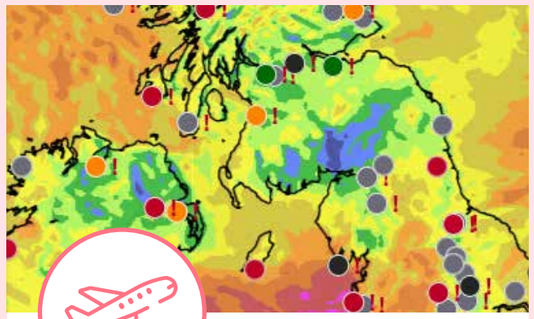
281 products retired this year, exceeding our target of 254. Part of our five year plan to simplify our product portfolio, this **reduces complexity, risk, long-term costs and future change effort - keeping investment focussed on what customers need most.**



Strengthened our partnership with Defra through sustained delivery and strategic alignment of new services for UK Climate Information (UKCI) and marine heatwaves. UKCI has entered its delivery phase, engaging with other government departments to ensure the next generation of climate information is ready to replace UKCP18 (UK Climate Projections 2018), with clear funding and strong sponsorship in place.



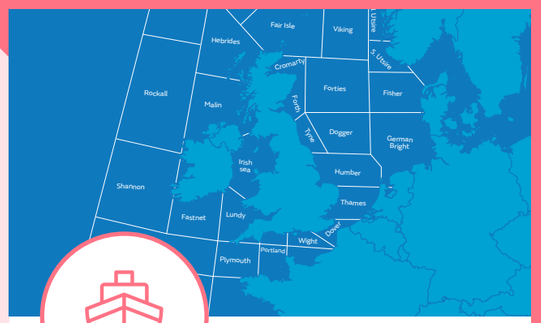
New Customer Satisfaction Framework gives the Met Office a consistent, organisation wide view of customer sentiment. Backed by improved metrics, feedback tools and a single customer relationship management system, it will drive measurable improvements through regular review and faster issue resolution.



Launched the Met Office Aeronautical Visualisation Service (MAVIS®), **the most significant advance in UK regulated aviation meteorology in over 20 years.** It consolidates multiple legacy services into a single modern platform improving resilience, cyber security and accessibility for aviation users.



Working with partners across Southern Africa – including the University of the Witwatersrand, the South African Weather Service and WISER's ActionFirst™ and Southern Africa Development Community - we are **using AI, machine learning and climate science to deliver faster, locally relevant insights.** This work supports the co-production and use of weather and climate services in 41 countries, helping protect lives and livelihoods in some of the most vulnerable communities globally.



Marking **100 years of the Shipping Forecast in July 2025** - celebrating a century of partnership between the Met Office, MCA and the BBC in delivering a nationally critical maritime safety service.

Purposeful data and intelligence

Strategic outcomes

- 6 Research and innovation
- 7 Supercomputing
- 8 Prediction and projection
- 9 Advanced observations
- 10 Weather and climate data

Purposeful data and intelligence

KPIs

Supercomputer Benefit Delivery

Demonstrate our ability to exploit next generation high-performance computing (HPC) architecture. Deliver 2 out of 3 of:

- Scientific performance of Momentum
- Computational performance of Momentum
- Gen2 Momentum-based benchmark capability

Data Maturity and Availability

Make our weather and climate datasets more widely accessible:

- Deliver 10 National Capability datasets via open platforms by 31 Mar 26
- All application ready datasets from National Capability standard interfaces to have published discovery metadata

Climate Science Delivery

Demonstrate the effectiveness and importance of our climate prediction and impact modelling in a rapidly changing climate. Achieve 3 out of 4 of the following:

- Observations: Deliver the State of the UK Climate Report by 31 Aug 25
- Modelling capability: Deliver GC5-central model by 31 Mar 26
- Port workflows to new HPC: Implement GC5 in the operational GloSea monthly to seasonal forecasting system by 31 Mar 26
- Coupled Model Intercomparison Project Fast Track delivery by 31 Mar 26

Forecast Accuracy

Demonstrate improvements in accuracy from investment in our new supercomputing capability. Achieve 3 out of 4 of the following:

- PS47 delivering improved accuracy of our global Numerical Weather Prediction (NWP) system
- PS47 delivering improved accuracy of our UK NWP system
- PS47 delivering an improved seasonal system demonstrated through more accurate hindcasts
- Improvement to the IMPROVER post processing system at PS47

Fully achieved Partially achieved

This year has seen substantial delivery of purposeful data and intelligence through four major transformation programmes: the new supercomputer, Next Generation Modelling Systems (NGMS), modernised data and artificial intelligence. These programmes are now delivering into operations, demonstrating benefits for the UK's weather and climate national capability.

A major milestone has been the delivery of Generation 1 of the new supercomputing capability, with Generation 1a entering operations and Generation 1b now built and being used for scientific development. This has unlocked significant progress in weather prediction, including major science upgrades delivered through Parallel Suite 47 resulting in improved forecast accuracy and preparation for further advances in Parallel Suites 48 and 49. Parallel Suites are real-time shadow versions of our operational modelling systems, built and tested alongside live operations before being switched in as the new operational standard. This procedure ensures that the reliability, resilience and quality of our major science upgrades are thoroughly tested before they reach customers and partners.

NGMS has continued to deliver Momentum, the next-generation modelling framework that underpins the Met Office's future weather and climate services. Over the past year, key components of the framework have matured significantly, and forecast skill and computational performance of Momentum are now comparable with current operational systems. This progress is critical for enabling more flexible, efficient and future-proof use of future generations of supercomputer.

Modernising data delivery has been a critical enabler of this transformation. The MASS archive (our primary, long-term storage facility for large volumes of operational and scientific research data) has been migrated into the Microsoft Azure cloud-based infrastructure with testing underway. This is supporting the management of rapidly growing data volumes. Platforms such as ServiceHub (used by Met Office staff to access the environmental data they need to build and run innovative products and services) and standards-based APIs, are improving how data is curated, discovered and accessed, while modernised pipelines are enabling timely sharing with partners and international platforms, including Copernicus.

Artificial intelligence has become an integral part of what we do at the Met Office. We have deployed AI tools across the organisation to improve productivity, while also developing AI models such as FastNet (a Machine Learning Weather Prediction model developed in partnership with the Alan



Turing Institute) and AI-based climate downscaling enabling faster and more locally relevant climate projections. Together, delivery across these four programmes is strengthening the Met Office's ability to turn complex data into trusted intelligence for government, partners and the wider economy.

> *This has been a year of real delivery, with our major transformation programmes across supercomputing, modelling, data and AI now converging and delivering into operations. These achievements reflect the exceptional commitment, expertise and collaboration of our staff, whose dedication continues to underpin the Met Office's role as a trusted provider of weather and climate intelligence.*
>
> **Steve Calder**
> Met Office Chief Customer Officer

Our strategy in action

Pulling through new science to benefit our customers: Operational Suite 47

In January 2026, we implemented a major upgrade to our operational modelling systems, the first in over three years. Operational Suite 47 (OS47) was also the first science upgrade on our new supercomputer. The upgrade followed our usual process of running and testing the upgraded systems in parallel to the previous version (OS46) for several months in what is known as a Parallel Suite.

Science upgrades to our weather models

OS47 brings together advances in atmospheric science, new forms of observational data and improvements in the way we represent physical processes within the atmosphere. The result is a suite of changes that support better decision-making for the public, businesses, emergency responders and global partners.

OS47 upgrades the model physics in both our Global and UK systems. In the global models we introduce a package of changes which include notable improvements to the representation of atmospheric convection (the vertical movement of air within the atmosphere). For our UK models, we also introduce a package of changes, including a new, world leading, representation of cloud microphysical processes (the microscopic interactions between water vapour, aerosol particles, liquid droplets and ice crystals that govern cloud formation, evolution and precipitation), along with major revisions to the representation of cloud amount and the land surface.

OS47 introduces the first element of our next generation Momentum modelling system in the form of a new observational processing system for our global data assimilation (how we blend the observations with the model to start the forecast). This was developed as part of an international collaboration under the Joint Effort for Data assimilation Integration (JEDI) framework. Within this, we are also using a greater number of observations from aircraft outside of Europe. Our access to these extra aircraft observations (global MODE-S) is the result of an international project undertaken by the Met Office in collaboration with KNMI (The Royal Netherlands Meteorological Institute) who process the data.

Improved forecast accuracy

The result of this package of changes is a marked improvement to forecast accuracy of around 3% in our global ensemble system.

Over the UK our customers will see improvements to precipitation intensities (see example below), such as more coherent fronts that have larger and more realistic areas of light rain, and a reduction in the highest intensity rainfall.There are also improvements to cloud amount, cloud base height and mist/fog, benefitting, for example, our aviation customers. Surface temperatures are also generally improved, particularly in winter, which is important given the sensitivity of a large number of customers to temperatures around freezing. Finally, we see improved wind speeds, particularly important for windstorms.

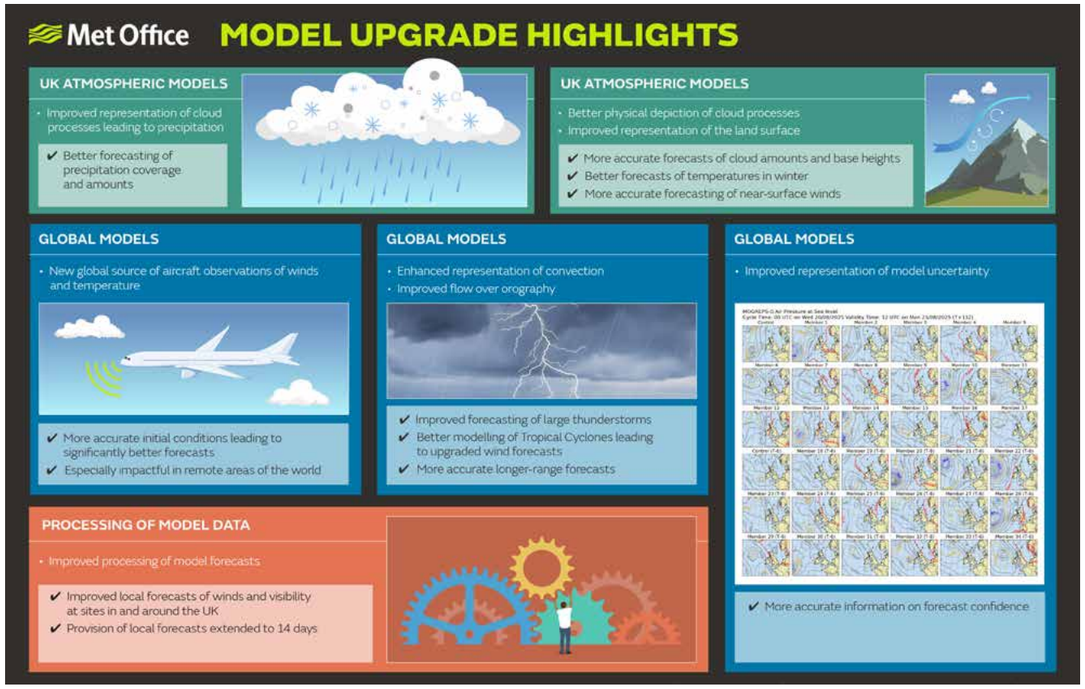
Other science upgrades

There are also important upgrades to our marine models, including a physics upgrade for our global ocean model; data assimilation upgrades for both our global and Northwest European shelf seas forecast systems; and improvements to initialisation of our ensemble storm surge forecast model. Our high-resolution Northwest Shelf model is now forced by Met Office global atmosphere model forecasts (previously we used the European Centre for Medium-Range Weather Forecasts), which will improve consistency between broadscale atmosphere conditions and the sea-temperatures used to inform our UK weather models.

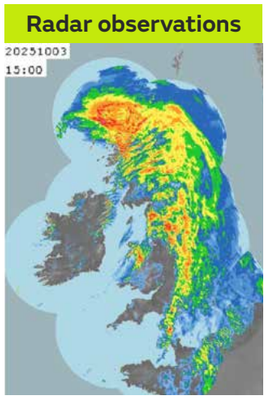
Post processing, which fine tunes model output, has been improved for visibility and our seasonal forecast system has also been upgraded to the latest global model physics. Two new plant species have been added to our pollen forecast and a new ionospheric/thermospheric model is being introduced for space weather. This model forecasts critical space weather impacts driven by solar activity and geomagnetic storms, such as atmospheric drag on satellites, GNSS degradation (the reduced accuracy, availability or reliability of satellite-based positioning, navigation and timing) and radio communication failures.

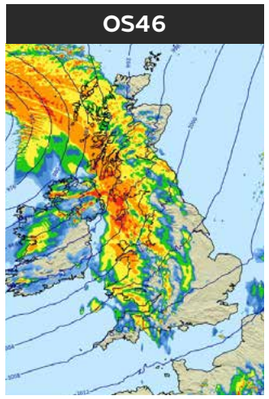
Technical upgrades

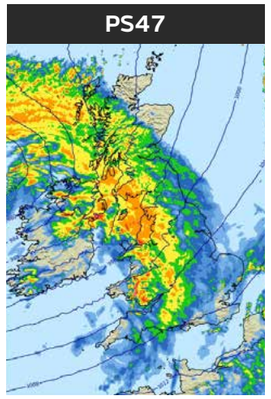
Major technical changes were also made to improve the resilience and flexibility of our systems, including upgrades to scheduling and the way modelling outputs are shared with downstream services. The implementation of OS47 marks a major step for our scientific research and translating our science into real benefits for our customers.



[Download PDF of model upgrade highlights here]







Example of improved precipitation intensities in PS47 (Storm Amy, 03/10/25, T+60h forecast)

> *After a gap in any science updates to the Met Office operational models in well over 3 years, parallel suite, now operational suite, 47 is hugely welcome. Specifically, it should improve the Met Office's ability to forecast winter temperatures, cloud, fog more accurately and make precipitation forecasts more usable. These are key dimensions to what the public needs from Met Office forecasts and these improvements should make a tangible difference to our citizens' lives and their ability to plan with greater confidence.*
>
> **Duncan Potts**
> Independent Chair of Public Weather Service Customer Group

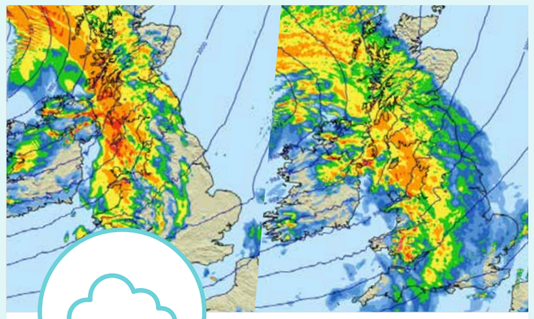
This year's highlights



Published 396 peer-reviewed papers, with two scientists named as highly cited researchers globally and five Met Office first author papers in the top 5% of cited papers globally in their field. Professor Stephen Belcher was awarded a CBE for services to climate science.



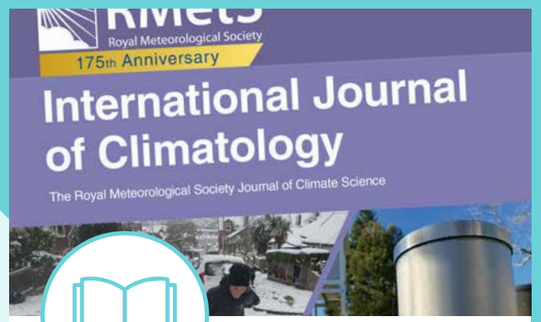
Major milestone reached for the Next Generation Modelling Systems (NGMS) programme - the scientific performance of Momentum's regional configuration has been formally accepted, enabling development of the next regional science configuration with Momentum.



Operational Suite 47 (OS47) was successfully implemented in January 2026, delivering several years of accumulated and significant improvements to our global ensemble, UK ensemble and seasonal forecasts - the first science upgrade to operational systems in over three years and the first on the new supercomputer.



A machine learning weather model has demonstrated skillful global seasonal predictions. The ACE2 Machine Learning (ML) model (developed by the Allen Institute), produces seasonal forecasts that are competitive with a leading dynamical system, representing a breakthrough for ML based seasonal prediction.



Secretary of State for Energy and Climate Change uses **authoritative Met Office science as evidence to inform a Climate and Nature Statement in the House of Commons** - The State of the UK Climate 2024 was published in July 2025 and provides a review of the climate and significant meteorological events of the year, based on the latest observations.



NGMS delivered **significant improvements in the computational performance of Momentum's global configuration.** This gives good confidence that the new model is on track to match the computational cost on a like-for-like basis of the operational global model (with it already being faster at some resolutions).



Machine learning capability for weather and climate modelling continued to advance. We released the global FastNet ML weather prediction model developed with the Alan Turning Institute (backed by published research); advanced ML driven climate downscaling; and tested the Microsoft Aurora model.



A new UK sovereign capability was delivered to support defence decision making. Developed with the Defence Science and Technology Laboratory and the Ministry of Defence, the Enhanced Refractive Effects Prediction System (EREPS) predicts environmental impacts on radar and communications systems and is already in operational use by the Royal Navy.

Agility and Innovation

Strategic outcomes

11 Our people

12 Our partners

13 Enable innovation

14 Data business model

15 Our organisation

Agility and innovation

KPIs

Organisational Redesign

Develop a new organisational design, endorsed by the Met Office Board and implementation underway by 31 Mar 26. Full implementation is unlikely to be complete until 26/27

Outsourcing Capability

Improve our capability for outsourcing through:

- Training – 13 training courses on early market engagement, outcome specification writing and bid evaluation delivered by 30 Sept 25
- Net Promoter Score – review how easy it is to work with us, target 6 Gold Suppliers and 2 Met Office Academic Partners by 30 Jun 25 with a follow-up by 31 Jan 26

Innovation

Innovation and agility for our staff:

- Domain level innovation challenge
- Encouraging automation with utilisation of Co-Pilot licenses
- Publish 1 story on staff intranet or Met Office website every 8 weeks promoting either innovation, productivity or where innovation hasn't worked
- Launch external communications campaign showcasing Met Office innovation

Customer driven innovation & agility:

- A new 'Customer Innovation Award' in the Met Office staff Awards for Excellence
- Increase number of customers building innovation pathways into existing contracts
- Strategic partnerships geared to support innovation, agility and efficiency
- Marketing team commission, gather and share research about end-user insights across 3 customer groups

Fully achieved Partially achieved

A new data-led business model

Driving agility and innovation is central to how we are transforming to meet the needs of our customers, partners and the wider economy. At the heart of this ambition is the adoption of a sustainable, data-led business model that enables more data to be shared, used and monetised to generate greater value.

By simplifying our product estate through the standardisation of core data products, we are reducing complexity, increasing clarity and creating a stronger platform for innovation at scale. This shift supports a more responsive, service-led and customer-centric operating model, ensuring products and services evolve in line with customer needs and expectations.

Significant progress has been made in turning strategy into delivery. A robust data business model canvas has been developed using industry-standard approaches, clearly defining the strategic objectives required to drive change. These objectives provide a shared framework for action and will be embedded across data delivery teams from the start of the new financial year, supported by clear performance metrics. This marks a critical step forward from defining intent to enabling consistent execution. A strong focus on improving adherence to operational level agreements and service-led agreements further strengthens reliability and trust, while supporting revenue growth and long-term cost sustainability.

Simplification Programme

Organisational simplification has played a vital role in enabling greater agility. Delivery through a series of structured sprints has accelerated progress on organisational design, governance and capability alignment. Senior leadership structures have been refined and a draft operating model produced. These changes are creating clearer accountability, reducing duplication and empowering leaders to act at pace.

Ready for Agility and Innovation

Together, these advances demonstrate a clear commitment to innovation that is practical, scalable and impactful. Our new organisational design ensures we are well positioned to sustain momentum- unlocking value from data, strengthening partnerships and delivering more agile, customer-focused services for the future.



> *The Met Office is entering an exciting new chapter. Our Simplification Programme will strengthen our innovation and agility, enabling us to deliver our strategy more effectively. By making the organisation simpler through cutting duplication, clarifying decisions and streamlining governance, we can act faster, meet customer needs sooner and accelerate innovation in a rapidly changing world.*
>
> **Elizabeth Harris**
> Met Office Managing Director, Enabling Capability

Our strategy in action

Weather intelligence to support the next era of flight

Aviation is a safety-critical sector where timely, trusted weather intelligence is essential to keeping people safe and operations moving. As the aviation system becomes more complex, and disruption from weather and climate-related hazards increases, there is a growing need for real-time, integrated intelligence to support critical decision-making.

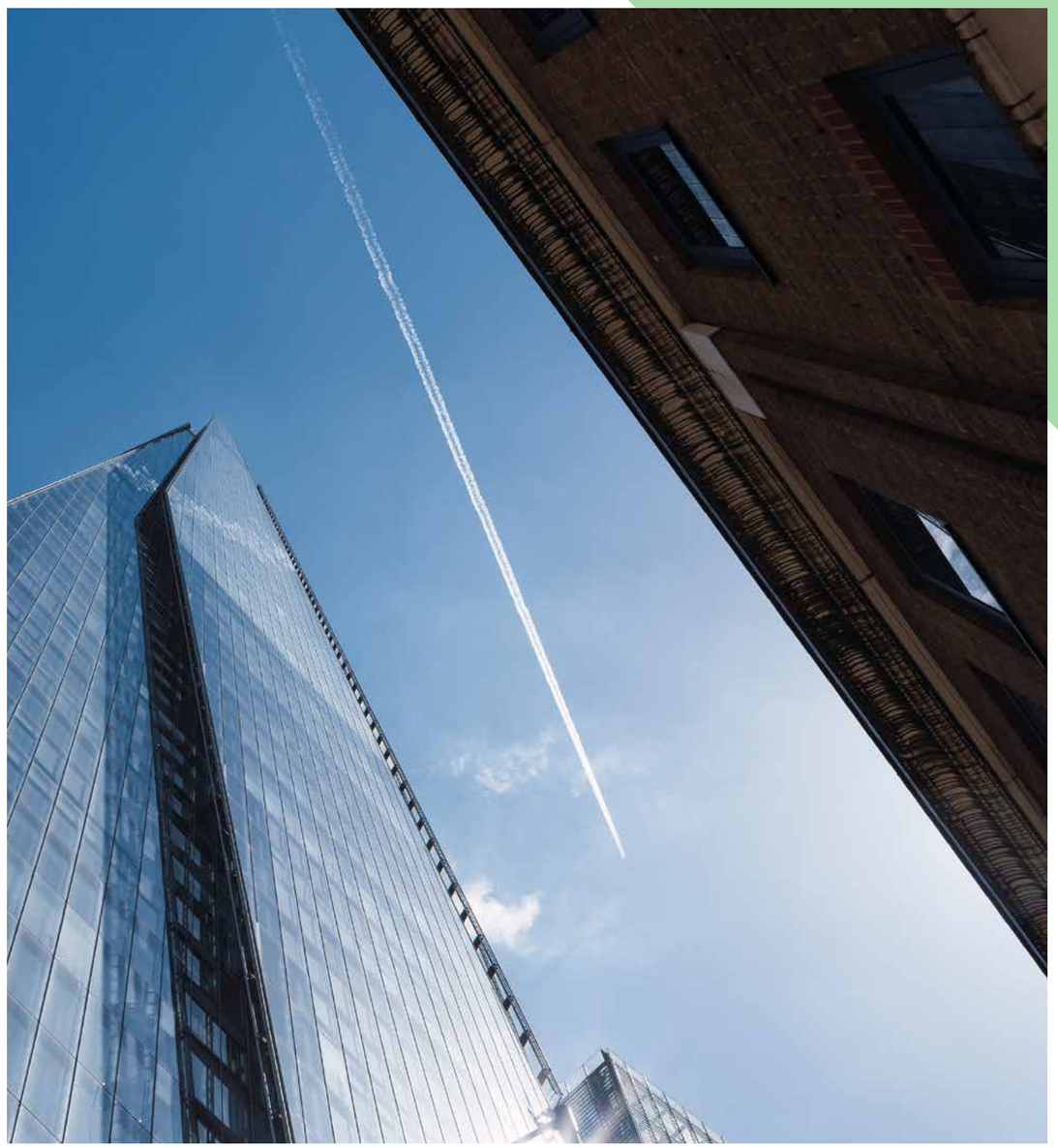
With our aviation infrastructure reaching end of life, we chose not simply to replace existing systems. Instead, we seized the opportunity to modernise our services, improve user experience and transform how vital weather intelligence is accessed. In March 2026, we launched the Met Office Aeronautical Visualisation Service (MAVIS®). MAVIS brings together and replaces several long-standing aviation services in a single, modern platform, marking the most significant modernisation of the UK's regulated aviation weather services in more than two decades. Delivered at pace, it demonstrates how we are applying agility and innovation to meet evolving customer needs.

MAVIS has been shaped through extensive user research and feedback from across the aviation sector, including airlines, airports, emergency responders, offshore helicopter operators, balloonists and the wider aviation community. Long-standing, close relationships with aviation customers, including embedded meteorologists working directly with airlines, airports and air traffic control, informed its design and continue to guide its evolution. Our user-centred design specialists worked closely with delivery teams to translate insight into action, reshaping priorities, accelerating decisions and improving usability.

Developed in close collaboration with the Civil Aviation Authority (CAA) and the wider aviation community, MAVIS reflects a shift from providing forecasts to delivering integrated operational advantage. It provides faster, clearer and more accessible meteorological data, powered by our state-of-the-art cloud-based supercomputer, enabling users to make confident, time-critical decisions.

The launch of MAVIS represents a significant technical modernisation in how we support aviation. As weather patterns shift and climate impacts increase operational complexity, MAVIS will play a central role in supporting the future of aviation through world-leading science, clear insight and user-driven innovation. Designed to adapt, it ensures the UK's aviation weather intelligence keeps pace with the next generation of aviation such as drones or unmanned vehicles. We will continue to listen to customers, move faster on feedback, solve real operational pain points and work seamlessly with partners so MAVIS evolves in line with real decision-making needs.





> *By consolidating multiple longstanding platforms into a single, resilient and user-focused system, MAVIS will help ensure that pilots, operators and air traffic teams have access to consistent, high quality meteorological information that supports safety across the aviation network.*
>
> **Darren Hardy**
> MET Technical Officer, Airspace, Air Traffic Management and Aerodromes for the CAA

This year's highlights



We are recognised as the **most innovative weather forecast provider in the UK,** having halted a previous decline in perceived innovation and driven continuous improvement since April 2025.

Source: Perceptions of Accuracy survey – Jan 2026



Met Office innovation has been showcased on the technology stage, with senior leaders representing the organisation at major industry events including London Tech Week, AWS re:Invent, Innovation 2026 and Tech Show London, demonstrating our leadership in weather and climate innovation.



We marked **one year of operating a national-scale supercomputing system entirely in the cloud** at our Met Office in the Cloud event. Hosted at The Royal Society, the event brought together senior leaders from government, industry, technology and academia to explore how AI, advanced computing and cloud technologies will shape the UK's future weather and climate capability.



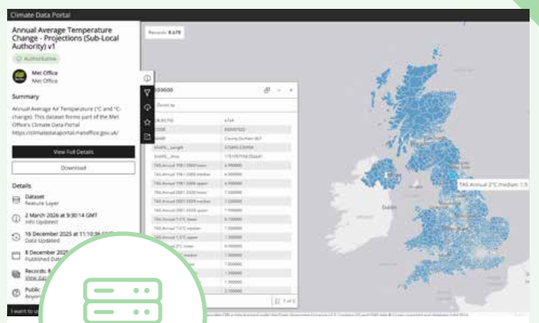
Our new Customer Innovation Award was introduced at the internal Met Office Awards for Excellence, **recognising our people who solve customer problems through insight-led, collaborative approaches.** The award was won by the User-Centred Design team for improving decision making and delivering more inclusive, accessible, user-centred services.

Great Place To Work.®

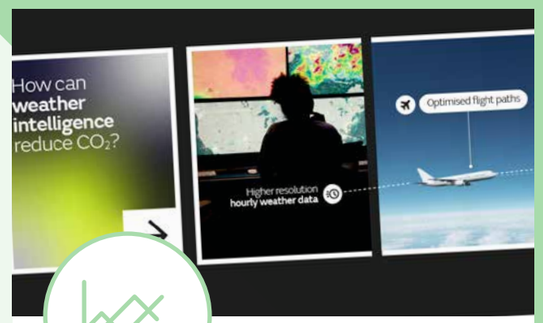
The Met Office was **accredited as a Great Place To Work for the third consecutive year,** featuring on **Great Place To Work's Best Workplaces in Tech 2025 list**. This reflects our strong workplace culture.

One Big Thing
AI 4 Everyone

We featured as a major case study in the Civil Service's One Big Thing initiative 'AI for All', showcasing how the **Met Office is at the forefront of AI across the whole of government.**



We expanded access to our weather and climate data through open data platforms, including the Amazon Sustainability Data Initiative and Microsoft Planetary Computer. This supports the growing demand from organisations, researchers and developers for accurate and timely data to help them make informed decisions, build applications and drive innovation.



Met Office innovation reached over 300 million people through sustained national public relations coverage and digital content, raising the profile of our science, technology and leadership in weather and climate intelligence.

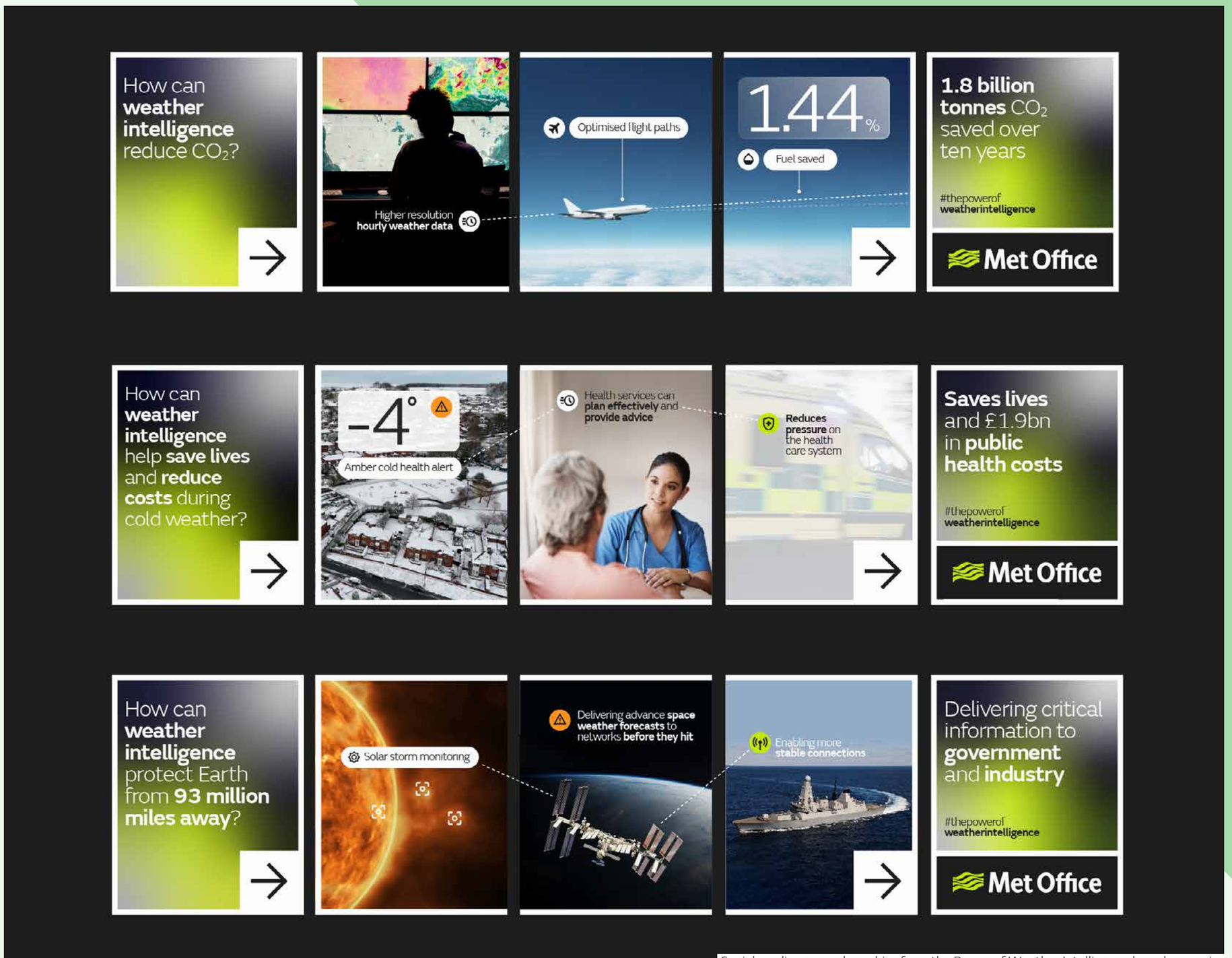
This year's highlights



We have taken a **leading role in tackling mis and disinformation, building capability to protect trust in weather and climate science.** We convene a regular Countering Climate Misinformation Network, uniting communicators and social/behavioural scientists from across government and academia to share knowledge and strengthen public resilience.



Creative innovation also plays an important role as we seek to engage a vast array of stakeholders, expanding our reach and engagement. Examples include: our Power of Weather and Climate Intelligence brand campaign; new social media approaches and activations with influencers and companies like John Lewis; building cross-government creative capability with a new UK Government Creators Network; and **strengthening collaboration, visibility and value for money across government and industry customers.**



Social media carousel graphics from the Power of Weather Intelligence brand campaign

Our people and values

Our people and values

Delivering and realising our vision to be the most trusted provider of weather and climate intelligence relies on the strength of our people and the values that guide them. This year, as part of our new strategy, we continued building an inclusive, supportive and high-performing culture - one where colleagues demonstrate the behaviours that enable everyone to contribute with confidence and impact.

These behaviours - professionalism, agility and dedication to public service - also underpin the successful delivery of our strategic priority areas: Customer Driven, Agility and Innovation, and Purposeful Data and Intelligence. Together, they reflect our shared purpose: helping people make better decisions to stay safe and thrive.

This people-first approach is not just a principle but a practice, guiding how we lead, collaborate and deliver for the public.

Over the past year, we have strengthened capability and confidence across the organisation, ensuring colleagues have the skills, clarity and support needed to perform at their best. Investment in leadership, learning and development continued to grow, with new programmes equipping managers to lead inclusively, support hybrid teams and foster high performance. These initiatives have reinforced our ambitions around diversity and inclusion and putting our people first. They have raised the standard of everyday leadership across the Met Office. Read more about some of these initiatives on pages 74-76.

Progress was also made in attracting, developing and retaining talent. Read about how we are fostering equitable workplace experiences for young people on page 76. We have also enhanced our recruitment processes to reach a broader and more diverse range of candidates, while clearer career pathways and enriched development resources give colleagues renewed confidence in their professional growth. Expanded learning opportunities and peer-to-peer knowledge sharing have helped people build both technical and professional skills in collaborative, inclusive ways, ensuring everyone is valued and given the space to learn, explore and grow.

Wellbeing, inclusion and belonging continue to be organisational priorities. Strengthened support networks, improved internal resources and a sustained focus on psychological safety have helped ensure colleagues feel respected, supported and empowered - wherever and however they work. Improvements to hybrid working guidance and streamlined internal systems reduced administrative pressures, enabling teams to focus on impactful delivery.

These achievements reflect and reinforce our core values (read about our values on page 69) and demonstrate our collective commitment to shaping a resilient, people-centred organisation equipped for the future.

Guided by our values and behaviours, we remain a forward-looking organisation ready to meet future challenges with confidence, innovation and a strong sense of shared purpose.

> *Our people continue to set the standard for excellence. Their resilience, collaboration, and commitment to our purpose drive everything we achieve and I am constantly inspired by their professionalism, creativity and passion. Their dedication not only shapes our success today, but also builds the foundation for an even stronger future.*
>
> **Nicky Bevan**
> Met Office Chief People Officer

Our values are our guiding principles. They reflect who we are and what we stand for. Our values underpin every decision we make and the way in which we get our work done.

We're a force for good.

Many sources of evidence show that climate change is happening and happening at an accelerating rate. That's why we take our environmental and social impact seriously. We aim to be a force for good in our core products and services, in making sure that people have the tools and insight to make better decisions to stay safe and thrive and in our contribution to world understanding of climate change. It's also about reducing our own environmental impact and looking for ways to make a positive difference to our surroundings and our community.

We're experts by nature.

We gain our expertise through hard work and by focusing on our strengths. Of course, we're not born with our expertise but it's in our nature to be curious – always learning and developing to do things better. We trust in each other's expertise and take pride in being the best in our field.

We live and breathe it.

Helping people make better decisions to stay safe and thrive is what we live for. We show a genuine passion for what we do, put our purpose at the heart of all decision making and take great pride in the impact we make on people's lives every day. We consider customers' and employees' needs first and always act with integrity.

We're better together.

Great minds don't always think alike. And we like it that way. We believe partnerships, inclusivity and honesty make us far greater than the sum of our parts. We stand together, we listen, respect and support one another.

We keep evolving.

When we're not looking up, we look ahead. We push the boundaries to make tomorrow better for our customers. Forecasting the future is one thing. Creating it is another. We're never satisfied with the state of the art as it is now. We don't stand still; we're always pushing ourselves to achieve more.



People Survey

Our latest People Survey results demonstrate the strength of our culture and the commitment of our colleagues. With an overall engagement score of 69%, the survey shows that colleagues continue to identify strongly with our purpose, values and the contribution they make to society through the Met Office.

It's who we are.

Our values in action

As public demand for trustworthy, accessible weather and climate information grows, the Met Office Communications and Engagement team needed to evolve how it delivers content. Dean Jones recognised the opportunity to use AI to enhance workflows, improve accessibility, and future-proof our communications.

Dean's efforts are keeping the Met Office at the forefront of fast-moving developments in generative AI. He has piloted innovations to improve communications and engagement - delivering smarter, faster, and more inclusive content.

Dean led AI experimentation across a number of areas including video, script writing and ethics. He explored developing practical AI agents like PWS Assist (a test agent for auto-generating weather stories) and Brand Guide (ensuring tone and visual consistency). He shared insights via a comprehensive AI horizon scanning slide deck and presented findings across departments, sparking cross-team innovation and helping others apply AI responsibly. His impact stretches wider than the Communications and Engagement Team, having developed tooling to support other areas of the business.

Dean's work has driven measurable improvements: increased content accessibility, faster workflows, and broader reach. Feedback from colleagues positions Dean as a go-to expert. During the early autumn of 2025 he was invited by Cabinet Office representatives to feedback on developments to central government's generative AI tool, Assist. The tool was developed by the Government Communications Service – the professional function for government communications across the Civil Service.



> *We need a Dean in every part of the organisation looking at what we could do with AI.*
>
> **Kim Shillinglaw**
> Independent Member / Senior Media Executive
> of the Public Weather Service Customer Group Board

Our new charity partner:

BritishRedCross

> *British Red Cross' humanitarian mission and values align closely with our own purpose and commitment to helping people stay safe and thrive.*
>
> **Professor Penny Endersby**
> Met Office Chief Executive

Our new, three-year charity partnership with the British Red Cross commenced in October 2025. The partnership brings together two organisations united by a shared commitment to supporting communities in times of need, enhancing resilience in the face of increasing humanitarian and climate related risks.

It reflects the Met Office's core values of being a force for good and working better together, whilst aligning closely with the British Red Cross' humanitarian mission to help people prepare for, respond to, and recover from emergencies.

Together, we're creating opportunities for our teams to give back, whether through volunteering, raising funds, or spreading awareness.

Equality, diversity and inclusion

Strengthening equality, diversity and inclusion

Over the past year we have taken significant steps to strengthen how equality, diversity and inclusion (ED&I) is delivered, governed and embedded across the organisation. We refreshed our ED&I governance to focus on the delivery of fewer, higher impact priorities. This ensured our efforts are measurable, concentrated where they make the biggest difference and aligned to our long-term organisational goals.

A key change has also been the closer integration of staff networks within ED&I governance, strengthening two-way engagement and ensuring lived experiences help to shape priority setting. We also redefined the role of Director sponsorship, which ensures we have visible leaders, champions and advocates for underrepresented staff and initiatives. Rather than sponsoring individual networks, Directors now sponsor themes, enabling a more strategic and intersectional approach to diversity and inclusion.

Our ED&I themes are social mobility; ethnic diversity, religion and belief; disability, neurodiversity and mental health; sex, gender and sexual orientation; and dignity and respect. These themes align with emerging government priorities identified by the Office for Equality and Opportunity.

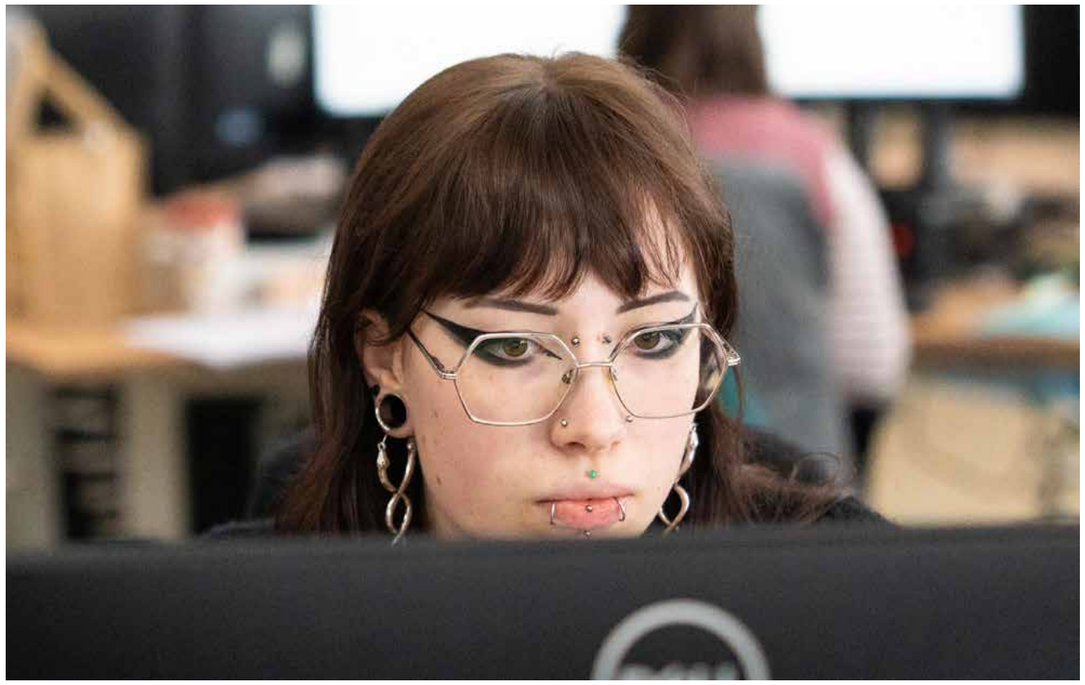
To support delivery and accountability, we have adopted an Objectives and Key Results (OKRs) framework to set and monitor measurable ED&I goals – a methodology already embedded within the Met Office that is beginning to yield positive outcomes.

Under the revised governance model, three organisational ED&I goals have been established:

- ensuring the workforce reflects the working population it serves
- placing inclusion at the heart of workplace culture
- demonstrating an external presence that reflects the Met Office's commitment to ED&I

Working groups aligned to each goal are now developing OKRs to drive actions.

By improving our oversight and focusing on fewer, higher impact priorities, we are building the conditions for more consistent outcomes, clearer measurement of our impact and sustained progress towards being a more inclusive workplace.





Empowering women in leadership: building capability through apprenticeship

The Women in Leadership Level 3 apprenticeship was introduced to support women to build leadership capability while remaining in employment, helping to address barriers to progression and increase representation in leadership roles. The programme combined practical workplace learning with formal development, enabling participants to strengthen their confidence, management skills and career aspirations.

Eleven women joined the apprenticeship, gaining valuable skills, increased confidence and clearer pathways to progression within the organisation. The programme was particularly impactful for women working in scientific and technical roles, supporting them to step into leadership responsibilities and consider future career opportunities.

One of the participants shared the difference it made:

"I had started my first line management role a couple of months before the apprenticeship and the approaches and techniques were invaluable as I was finding my feet. I found it useful for gaining skills and building confidence. The apprenticeship pushed me outside of my comfort zone and made me consider new ideas. I didn't really think in terms of long-term goals before doing the apprenticeship. Now I have a mentor and am considering what I would like to achieve in my career." Amy Doherty, Scientific Manager

Interest in future leadership development opportunities remains high. Building on the success of this programme, we are now exploring how similar initiatives can enable us to continue to support women's progression and strengthen leadership capability across the organisation.



Celebrating inclusion and role models in STEM: Ada Lovelace day

Ada Lovelace Day is named after 19th-century mathematician Ada Lovelace who is widely regarded as the world's first computer programmer. It is a global event designed to highlight women in STEM, provide visible role models and inspire girls and women to pursue and sustain careers in these fields. At the Met Office, we also use the occasion to celebrate and promote inclusion across all dimensions - recognising that diversity of background, identity and experience strengthens our expertise and our organisation.

We celebrated the day with an event for all colleagues, co-hosted with Microsoft, to reflect our shared commitment to building a supportive and diverse scientific and technical community. The event brought together participants from the Met Office, Microsoft and the University of Exeter, encouraging shared learning, collaboration, and connections across organisations and different stages of careers. During a panel discussion, women spoke about their personal experiences throughout their careers, reflecting on both successes and challenges, and emphasising how mutual support had positively impacted them.

By celebrating Ada Lovelace Day, the Met Office reaffirmed its commitment to the development of a culture where diverse talent is recognised, valued and enabled to thrive.



Fostering equitable workplace experiences for young people: Equalex Framework Pilot

This year, we were invited by the Devon, Plymouth and Torbay Careers Hub to participate in a pilot of the Equalex Framework, supporting Great Torrington School in Devon, one of six selected schools that took part.

Developed by the Careers & Enterprise Company in collaboration with employers and education settings, Equalex is an outcomes-focused approach, designed to transform workplace experiences for young people. Rather than measuring success by time spent or specific tasks, the framework centres on delivering high-quality outcomes that foster genuine personal and career growth. Importantly, it is designed to ensure that young people from all backgrounds can access meaningful, progressive and equitable workplace experiences from Year 7 upwards.

Our involvement in this pilot reflects our broader commitment to social mobility and to inspiring the next generation of talent in science and technology.



Cultivating an inclusive and diverse workplace culture: staff networks

Diversity and inclusion are pillars of strength at the Met Office and we do all we can to nurture these attributes as we create an inclusive and diverse workplace. Our staff networks give employees a platform to raise issues, share lived experiences and provide mutual support - they also play a crucial role in shaping our ED&I priorities.

We have eight voluntary staff networks and over the last year they have supported a variety of activities to raise awareness, celebrate identity and encourage meaningful conversations and understanding.

All our staff networks operate in line with Civil Service staff network policy, adhering to agreed principles on governance, inclusivity and conduct.

Some highlights include:

- Our **LGBTQ+ Network** engaged communities at Exeter Pride through interactive science activities, careers outreach and open conversations, reinforcing our commitment to inclusion and encouraging everyone to bring their authentic selves to work.
- The **Menopause Network** established all staff sessions, creating safe spaces to share experiences, reduce isolation and build understanding and support for colleagues navigating menopause.
- The **Women's Network** surveyed members to shape future priorities, highlighting the need to support career development and inform our emerging gender equality action plans.
- Our **Neurodiversity Network** created safe and open spaces for lived experience sharing, strengthened understanding of neurodiversity, and shaped inclusive communications through expert input to key projects.

Gender Pay Gap Report: Mean gender pay gap more than halved in the year

As of 31 March 2025, our mean gender pay gap reduced from 5.6% in 2024 to 2.3%, while the median gender pay gap reduced to 2.4%. This significantly improves the 2024 pay gap and places us below the wider Civil Service mean pay gap of 6.9% and median pay gap of 6.4%. **Our Gender Pay Gap Report 2025** highlights some of the key initiatives we have implemented in our successful work towards reducing the pay gap.

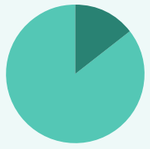
While this progress is evident, we recognise that structural factors continue to influence the gender pay gap. Women remain underrepresented in senior and higher paid STEM roles and we are focused on developing targeted initiatives that address this.

From 2026 onwards, our pay gap reporting will expand to also include Ethnicity and Disability Pay Gap measures, providing a more comprehensive picture of workplace equity and supporting wider future ED&I commitments.

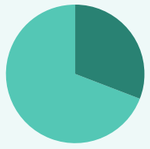
At a glance: our diversity data for 2025-26



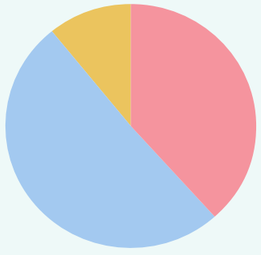
7.1% of our employees identify as LGBQA+



16.0% of our employees shared that they have a disability or long-term condition

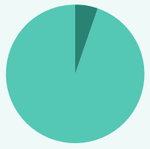


30.3% of our employees are aged 34 and under



How our employees identify

- **38.9%** identify as women
- **50.6%** identify as men
- **10.5%** identify in another way (trans, non-binary, gender fluid), prefer not to say, gender identity does not apply or left their answer blank*



6.1% of our employees are from an ethnic minority background

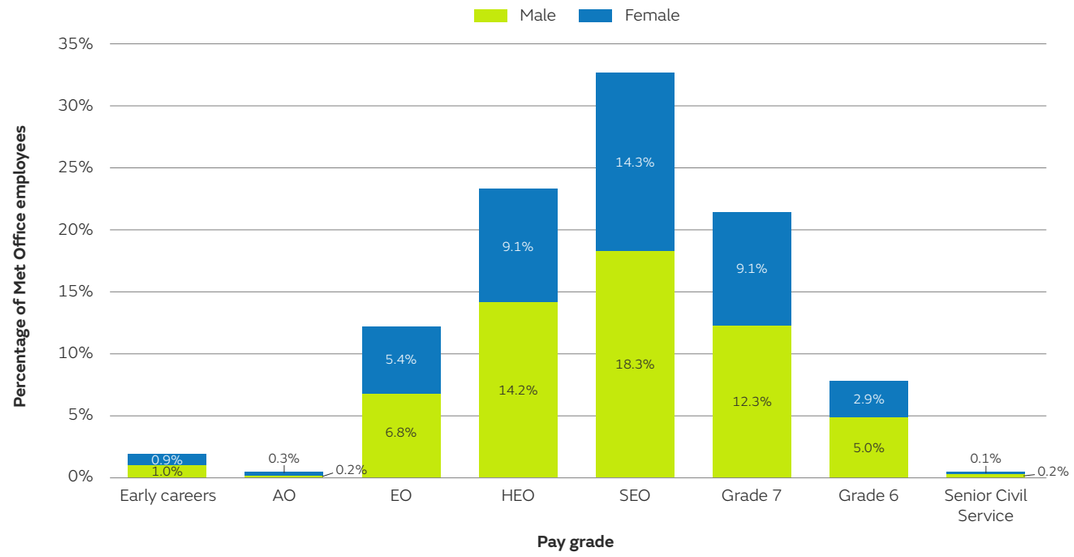
Employees' gender identity by grade

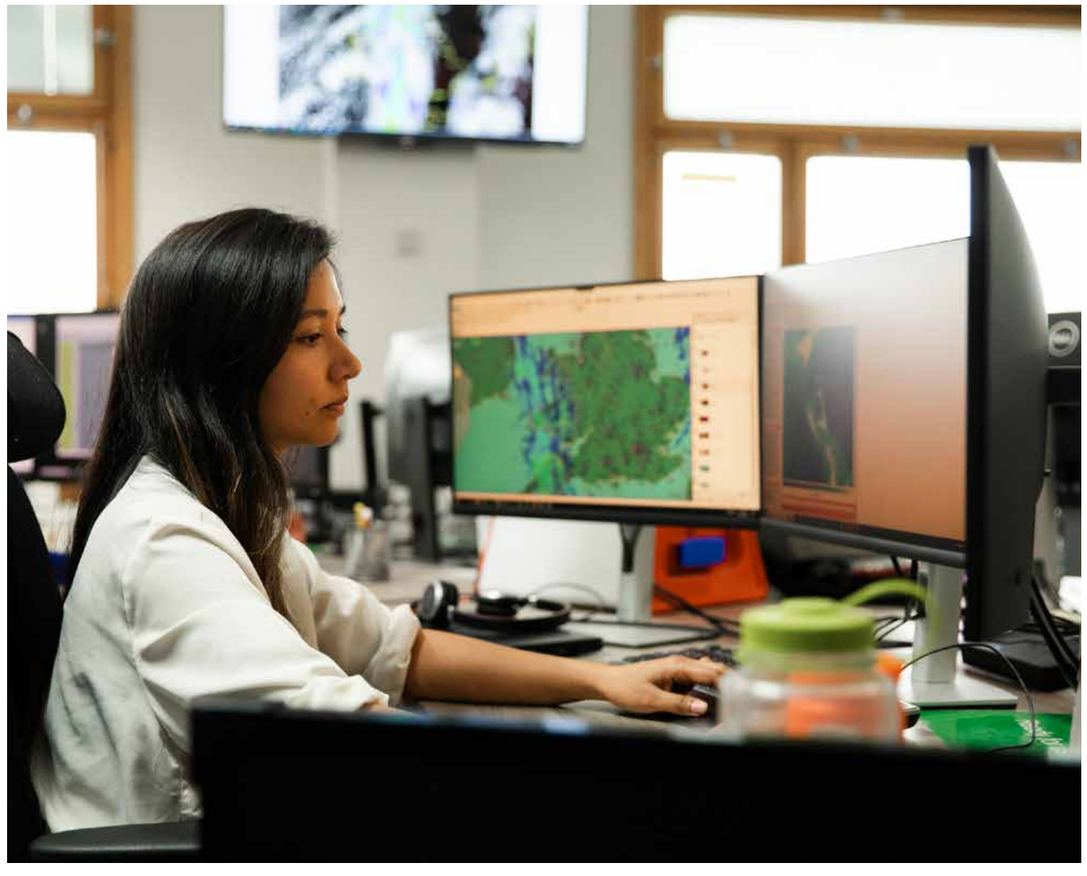
Civil Service Grades	Male	Female	Grouped (identify in another way - trans, non-binary, genderfluid; prefer not to say; gender identity does not apply or left their question blank)*
Senior Civil Servant	0.3%	0.1%	0.0%
Grade 6	4.6%	2.8%	0.5%
Grade 7	11.0%	8.6%	1.7%
Senior Executive Officer	15.9%	13.1%	3.7%
Higher Executive Officer	12.2%	8.5%	2.6%
Executive Officer	5.7%	4.8%	1.7%
Administrative Officer	0.2%	0.1%	0.1%
Early careers	0.7%	0.8%	0.3%
Total	**50.5%**	**39.0%**	**10.5%**

Figures are as per 1 March 2026 and are based on primary roles only. They include the following employee groups: employee, sponsored workers – tier two, apprentices, trainees and placements. Note: table percentages are to 1 decimal place and the columns may not round to 100 percent overall.

*These are grouped together to reduce the risk of identification.

Employees' sex by grade





Financial review

Financial KPIs

Efficiencies and Cost Reduction

Establish a cost reduction and efficiency target. Specifically:

1. Produce a 5-year financial plan to FY 2029/30 which includes a target for cost reductions and efficiencies by 31 Mar 26
2. Establish the structure for delivery and measuring the cost reductions and efficiencies by 31 Mar 26

Operating Profit

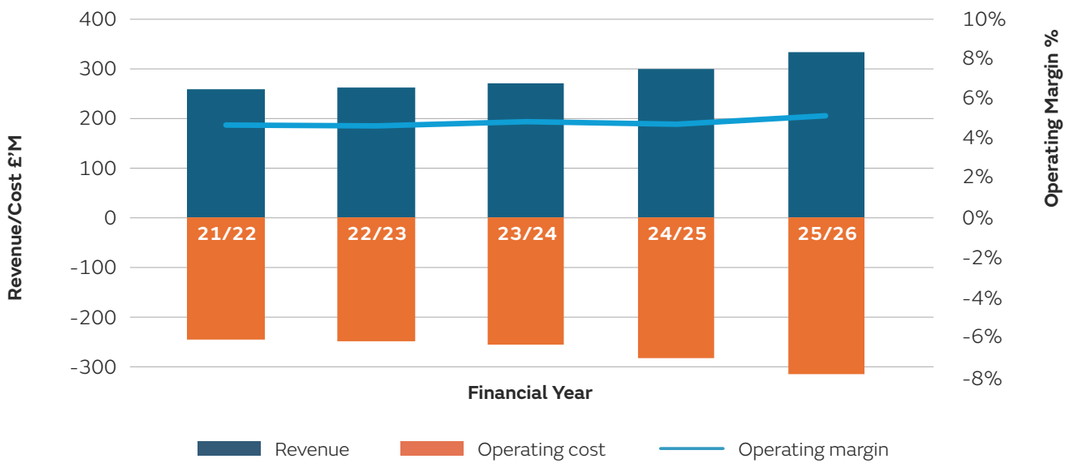
Deliver a budgeted operating profit of £14.6m.

Fully achieved Partially achieved

Summary

Operating profit in 2025/26 was £16.9m (5.1%) which is a £3.0m increase on 2024/25 of £13.9m (4.7%) and is £2.3m above the Key Performance Indicator (KPI) target of £14.6m.

Trends for revenue, operating costs and operating margin are shown below. Margins are kept at a consistent level to allow for interest and dividend costs to be met.



Revenue

Revenue continued to grow in 2025/26 and was £35m higher than in 2024/25. Revenue can be broken down by sector:

	2025/26	2024/25	Change
	£'000	£'000	£'000
Citizen and Media	170,898	146,802	**24,096**
Defence	41,711	39,063	**2,648**
Energy and Environment	12,190	11,757	**434**
International	43,286	35,861	**7,425**
Transport	25,585	30,497	**(4,911)**
Other UK government	39,187	33,968	**5,219**
Total revenue	**332,858**	**297,947**	**34,911**

The increase to Citizen and Media reflects additional Public Weather Service Revenue, and is as a result of increased investment in underpinning national capability and a full year of the Meteosat Third Generation satellite being operational.

International development and business work also increased in 2024/25. International Engagement revenue increased by £7.5m. This reflects ongoing work delivering the International Science Partnerships Fund on behalf of the Department for Science, Innovation and Technology (DSIT) and the Weather and Climate Information Services (WISER) programme on behalf of the Foreign, Commonwealth and Development Office.

Operating costs

Operating costs are also £31.5m higher than 2024/25. Staff costs increased by £10.9m reflecting an increase in FTE across the year needed to deliver the revenue growth noted above. In addition to internal resources, we have used external partners to deliver some of the revenue growth, and this is contributing to the operating cost increase. Amortisation costs for EUMETSAT satellite programmes also increased by £13.2m due to a full year of the Meteosat Third Generation satellite being operational.

Dividend

Total dividend payable to our owner, DSIT, is £8.5m (2024/25 £8.5m).

Cashflows and liquidity

The Met Office generated £108m in cash from operating activities, largely due to a significant increase in funding to support depreciation and amortisation. PWS funding supported £41.1m of depreciation and amortisation, primarily for operational satellite programmes and supercomputer grant funding supported £38.9m of amortisation of supercomputer milestones (held as a prepayment within trade and other receivables). Alongside this, the Met Office generated £16.9m in operating profit with other positive movements in working capital balances.

Investing activities expenditure was £53.1m, the majority of which was to secure access to satellite data through UK contributions to EUMETSAT programmes of £50.4m.

Funding activities generated £5.5m in cash with a net increase in borrowing of £14.4m with £60m in loan funding to support continued investment in EUMETSAT offset by repayments and interest on previous loans of £45.6m. This was offset by payment of the agreed 2024/25 dividend of £8.5m.

Borrowing

Under the Met Office Trading Fund Order and Framework Document, the sole provider of loan funding is the Met Office's sponsor department, DSIT. Therefore, exposure to liquidity risk is limited to these arrangements. As at 31 March 2026, £246m in loans were outstanding (31 March 2025, £224m). Loan funding requirements are anticipated to continue in future years to finance the UK contribution to the EUMETSAT satellite programmes. The total amount of borrowing is expected to reduce as new programmes become operational and their costs can be recovered from customer charges.

Risk review

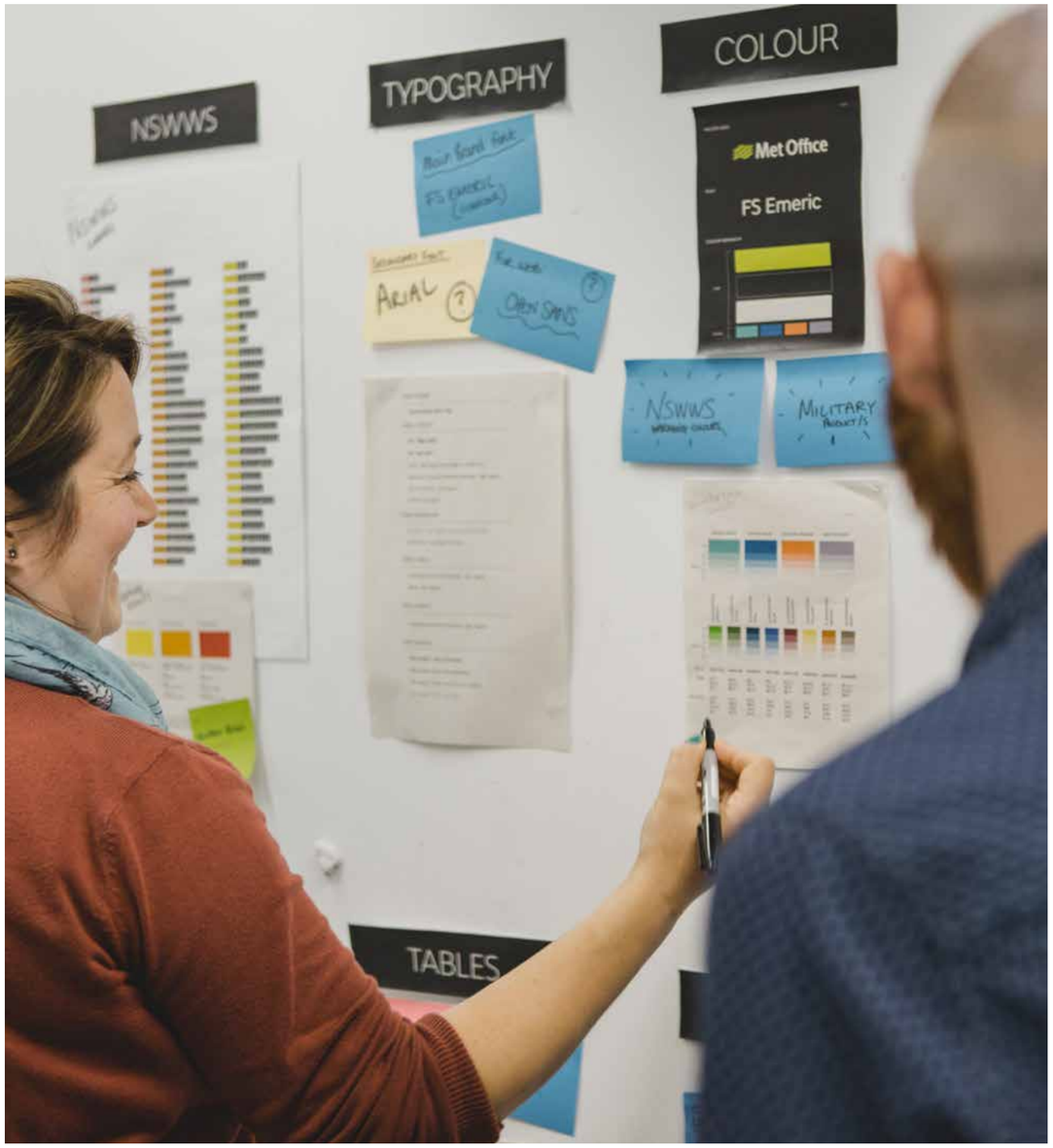
The following table outlines principal risks from our Corporate Risk Register that have been our focus during the year. We explain how they impact our strategic priorities and how we respond to each risk in line with our risk appetite. Internally, we set a path to tolerance for each principal risk, monitoring the impact of mitigating actions to date and progress towards achieving the desired risk position. All our principal risks are the subject of deep dive reports to our Board or the Audit and Risk Assurance Committee, providing them with detailed assurances on performance and risk control, along with insight on areas that are more challenging to manage.

Principal risks	Risk commentary
Net red risks: HIGH OR VERY HIGH PROBABILITY AND/OR IMPACT	
Cyber security STRATEGIC OUTCOME 3 Assured services	We are entirely dependent on technology infrastructure to complete our mission. The threat of cyber attack or any vulnerability in our cyber defences, risks major disruption to our critical services and damages our reputation. The threat risk is ever present and known to be fast moving and increasing. Compliance with security standards across all our systems and security infrastructure, and those of third parties, remains critical.
Transformation STRATEGIC OUTCOME 7 Supercomputing	Following our implementation of the new supercomputer, we are alert to risks that could impact the continuity of services to our customers and full benefits realisation. The Integrated Plan (which lays out the critical path for our transformation journey in line with our strategy) joins up and tracks risk control across our three internal Domains, programmes and projects. This ensures maximum impact and ongoing management of inherently complex interdependencies and tensions across critical path activities.
Affordability STRATEGIC OUTCOME 15 Our organisation	We are committed to ensuring our strategy priorities and customer services remain funded and sustainable. To ensure this, we must plan for increasing run costs of improved capabilities or affordability is at risk. Forecast shortfalls require action to drive out cost savings through efficiency, tightly controlling transformation costs and re-prioritising activity where needed.
Strategic resourcing STRATEGIC OUTCOME 11 Our people	If we are unable to attract or retain the necessary specialist skills in a competitive labour market, and in sufficient number, we will be unable to deliver both our baseline workload and our strategic ambition. In response, we have enabled our managers to outsource effectively, whilst building our internal capabilities and our attractiveness as an employer within the constraints of government pay limits. We are now focused on ensuring strategic workforce planning is fully joined up with delivery plans and future skills assessments and is applied consistently across all areas.
Net amber risks: MEDIUM PROBABILITY AND/OR IMPACT	
Service resilience STRATEGIC OUTCOME 3 Assured services	Without robust resilience measures there is a risk that we fail to deliver critical services to customers. This would result in deep reputational and financial impacts for the Met Office. To minimise our risk exposure, we have acted to strengthen our customer Service Level Agreements and service acceptance procedures and continue to maintain, test and assure our business continuity management arrangements and major incident management processes. We stay focused on building resilience into our services and with our suppliers and partners, recognising that our role in National Resilience is a key driver for continuous improvement delivered through our Secure for the Future Programme.
Health and safety STRATEGIC OUTCOME 11 Our people	We take appropriate steps to ensure that our organisational Health and Safety strategy, governance and accountabilities are robust and effective. If we do not the safety of Met Office employees in all operational locations, and other key stakeholders, could be at risk. Our new Health & Safety Strategy and Policy, better defines our commitments and responsibilities. Work continues, as part of our Health & Safety improvement plan, to refine and embed a risk-based approach at all levels of accountability.
Trust and competition risks Customer driven	If we experience falling levels of stakeholder and public confidence in our data, products and services, this could damage our reputation, our competitive position, financial health and be hard to reverse. In response, we proactively build our brand and reputation, whilst successfully countering misinformation and social media attacks. We prioritise stakeholder engagement to anticipate customer demand and to drive service lines, such as defence and data. To strengthen our market positioning we are exploring strategic partnerships which also enable the equitable distribution of costs, risks, and responsibilities.

Risks that we successfully mitigated through the year and are now within or close to a balanced risk position are:

- Change readiness: we are better equipped to build a collective ability and culture to keep pace and embrace changes to ways of working.
- Geopolitical: we are now better prepared for the inherently high probability of impacts to our operations that arise from instability in the global environment. Having completed the mitigation planning for high impact risks, we have adopted a standby position and continue to monitor the potential impact of changes in the geopolitical risk landscape.

Climate change transition and adaptation risks are not considered principal risks for the Met Office at this time. You can find our Task Force for Climate-related Financial Disclosure (TCFD) report on page 96. This outlines how we have assessed climate-related risks and opportunities and how we will manage and adapt to them going forward.



The environment and sustainability

As a leading climate and meteorological organisation, we're reducing our own environmental impact as we deliver our essential weather and climate services - setting an example, supporting climate resilience across the UK economy and demonstrating that responsible business practices deliver real impact and benefit.

Met Office activities support UK government work contributing to the delivery of the UN Sustainable Development Goals. Details of our **overseas programme work and UK research** on our website provide examples of how we support the goals below.

Sustainable Development Goals



Environmental sustainability

We place strong emphasis on the sustainability of our operations and our impact on the environment and communities around us. Our expanding partnerships reinforce the need to continue reducing emissions and improving our environmental performance. As both a data intensive organisation and a provider of critical weather and climate services, we are expected to demonstrate a clear and credible pathway to net zero.

Our environmental commitments are central to how we operate, how we recruit and retain talented people, and how we build trust with our partners and customers. The report below outlines the actions we are taking to reduce our greenhouse gas emissions. By measuring and reporting our emissions we can target the most cost-effective actions with the greatest environmental and economic benefit. As well as taking action to reduce or 'mitigate' our emissions, we also need to 'adapt' to the risks and opportunities that will be presented by a world that is already warming. For the third year we have, on pages 96-105, presented our Task Force on Climate-related Financial Disclosure (TCFD) report. This outlines how we have assessed climate-related risks and opportunities and how we will manage and adapt to them going forward.

We established our initial carbon footprint baseline six years ago, enabling us to identify key sources of emissions and set a target to achieve carbon neutrality by 2030/31. Since then, improved data quality and supply chain visibility have allowed us to refine our baseline and update our pathway. We have now extended our projections to 2035, maintaining an ambitious but achievable trajectory even though it relies on a number of factors outside our direct control. We continue to focus resources where we can make the greatest impact, while continuing to deliver our vital weather and climate services.

Years 1-2

Carbon neutral target and strategy agreed	Main site and supercomputer electricity supply moved to zero carbon	Business travel targets set and travel emissions offset

Complete

Years 3-9

New supercomputing capability comes online with 100% renewable electricity	Supply chain emissions start being progressively addressed aiming for a 70% reduction by 2030/31	Monitoring of commuting and working from home emissions incorporated into targets	Year on year reductions in business travel related emissions continue to target a 40% reduction by 2030/31	Investigating future carbon removal credit options

By 2030/31

Carbon neutrality achieved	Overall Met Office CO_2e emissions reduced by 70%	Building management emissions further reduced including removal of main gas heating systems	Carbon removal credits offset residual emissions from supply chain and operationally critical work

Environmental activity in the last year

We have continued to implement our sustainability objectives, targeting carbon neutrality by the end of our 2030/31 financial year. To track progress and ensure cost-effectiveness, we measure and report our emissions in line with the international Greenhouse Gas Protocol Corporate Standard (GHG Protocol), as well as meeting the UK Greening Government Commitments (GGC).

Data and computing infrastructure

The Met Office is a data driven organisation and the emissions associated with our computing infrastructure are central to our carbon footprint. There are two main components. First, the electricity used to power servers (and chillers) in datacentres and, second, the carbon emissions 'embedded' in building construction and manufacturing the physical computer hardware.

Since 2020 our Exeter-based supercomputer and associated infrastructure has run on 'zero carbon' electricity – nuclear in 2025/26, but we will switch back to competitively-priced fully renewable next year. This approach has delivered the largest single reduction in our original baseline emissions. This year our supercomputing capability and the live production of our weather forecasts moved to Microsoft's new datacentres. Microsoft are committed to powering these with 100% renewable energy. Our like-for-like electricity demand in Exeter has reduced by over 75% as a result.

While the move has radically reduced our direct consumption of electricity, the reality is – as has been highlighted in the media – that the overall demand around the world for electricity from the growth in artificial intelligence (AI), cloud computing and hosted datacentres is growing rapidly. As we explain elsewhere in the report, the Met Office is leading research into the incorporation and utilisation of AI in weather forecasts and climate modelling. Our initial analysis suggests the emissions impact for the Met Office will be small and AI could potentially lead to more computationally efficient forecast production. However, this area is evolving fast and we are acutely aware of the need to keep monitoring the emissions and cost implications of these technology developments.

The second component of computing emissions is the carbon 'embedded' in datacentre construction. Worldwide, these emissions have been growing in step with the rapid adoption of AI and cloud computing. We have been working to understand the impact of these emissions as we continue to develop our supercomputing capability in partnership with Microsoft.

Supply chain

We have also continued to engage with our supply chain and partners. The work they do on our behalf now represents some 80% of the total emissions from our value chain. Understanding their business models helps us work with them to achieve emissions reductions, alongside the delivery of essential support to our operations. We have seen some real progress this year. Through our engagement we have recalibrated our projections of their emissions through to 2030.

As noted above, Microsoft remains a key partner. They have recently announced the achievement of their ambition to match 100% of their contracted annual global electricity consumption with renewables. This supports their public commitment to carbon neutrality in 2030. They have instigated a significant programme of carbon removals and sequestration to deliver this and offset those emissions that are harder to tackle, such as those from new datacentres.

Of equal importance to the Met Office's carbon footprint is EUMETSAT, which operates the European-wide meteorological satellite infrastructure. We have engaged closely with EUMETSAT in the last year and developed a better understanding of the emissions profile of designing, building, launching and operating their satellite programmes. As a result, we have slightly reduced our satellite emissions projections for the next 5 years.

During the year the European Centre for Medium-Range Weather Forecasts (ECMWF) have completed a review and launched their emissions reduction targets. They are also aiming for carbon neutrality in 2030, with the purchase of carbon removal credits from that year to counter the residual emissions they have not been able to eliminate.

We have also seen positive progress from our wider supply chain, from Vaisala who provide scientific equipment, to IBL, a key software supplier who are setting new standards in the Slovak Republic where they are based. Where possible, new procurements seek to incorporate better sustainability. We completed a major laptop refresh in conjunction with Computacenter. The new laptops had strong sustainability criteria and if we can extend the longevity of their operational use, we will also reduce emissions and save money. Computacenter also ran a 'Recycle for Good' event for our staff to recycle their old personal IT items, raising awareness of the emissions embedded in IT equipment and diverting a surprisingly large selection of dusty, obsolete hardware from landfill!

Our approach to responsible procurement and hardware disposal - including the circular economy principles we apply to major infrastructure - is equally central to our sustainability commitments, as illustrated by our work with supplier HPE (Hewlett Packard Enterprise) on the decommissioning of the Cray supercomputer.



CASE STUDY

Closing the loop on the Cray supercomputer — working with HPE

The hardware we procure carries significant embedded carbon — the emissions locked in during manufacture, before a device is ever switched on. Responsible end-of-life disposal is therefore as important as energy efficiency during operation. When the Met Office decommissioned its Cray supercomputer, we partnered with supplier HPE, who processed the equipment through their Technology Renewal Centre in Erskine, Scotland, applying certified circular economy principles.

Key outcomes from the HPE Circular Economy Report:

143,186
individual components recovered
99% refurbished for reuse, just 1% sent for recycling

4,697
tonnes of CO_2e saved
through refurbishment and recycling, compared to landfill disposal

31
tonnes of waste
diverted from landfill

25,000+
kg of critical raw materials recovered
including steel, aluminium, copper, and gold — reducing the need for virgin extraction

HPE's methodology is independently verified
against ISO 14040/14044 and the GHG Protocol, giving us auditable Scope 3 data for our own carbon reporting

Why this matters for the Met Office

The tech industry faces growing scrutiny over the full lifecycle carbon footprint of its infrastructure. As a major data organisation, the Met Office is not exempt from these expectations. The decommissioning of the Cray is not a one-off: as we look ahead to major procurements, circular economy requirements must be built in from the outset, not treated as an afterthought.

Operational and buildings emissions

While engagement with our supply chain remains a key focus, we also keep all the emissions associated with our premises, operations and staff activity under close review.

As noted earlier, we have seen a significant reduction in our electricity usage and water requirements for cooling with the decommissioning of our former supercomputer. In due course we will need to look at the most effective way to repurpose space freed up in our IT halls in our headquarters and our separate collaboration building in Exeter.

With the adoption of hybrid working, we have had a lower requirement for day-to-day office space in recent years. This year we welcomed staff from Defra who now occupy one floorplate in our Exeter Headquarters, after the Insolvency Service moved into the building last year. As well as reducing costs and sharing overheads, this improves our – and their -carbon footprint as the building's utilities and facilities are spread across a greater number of staff.

Business travel and commuting

When we launched our net zero pathway, we targeted a 40% reduction in travel emissions by 2030/31. The majority of these came from long-haul international flights. To date, we have met this trajectory. This is a significant achievement given increased demand to support our customers' overseas development programmes and our commitment to support UK defence at a time of heightened geopolitical tensions. The move to more online meetings and some efficiency improvements from the airlines have helped, but staff have worked hard to plan travel effectively. Examples include fewer staff attending selected conferences, combining multiple visits within one trip and completing some European trips by train. At the same time, not least given the importance of our overseas programmes to help other countries improve resilience to extreme weather and adapt to climate change, we have purchased carbon removal credits to offset the air travel emissions from these trips and are working with these customers to factor this into future programme planning. A further benefit of our actions has been a significant real-term reduction in travel and accommodation costs from pre-COVID levels.

We monitor staff commuting through a biennial survey. Last year this generated around 4% of our total emissions, with driving petrol and diesel cars to the office making up around 90% of this. This year has seen a steady increase in the number of EV drivers benefitting from the additional EV charging points we installed last year. Completing the transition to EVs will be essential to eliminate these emissions in the longer term. A high proportion of staff continue to cycle to the office – which really helps curtail emissions as well as promote their health and fitness.

In line with standards, we also include 'working from home' emissions in our carbon footprint. As staff convert, where they can, to greener sources of energy at home these numbers should gradually decline.

Carbon removals

We always knew that the initial 2030/31 target on our journey to net zero would require us to purchase carbon removals or 'offsets'. The nature of our international commitments and the critical services we deliver mean it would not be realistic for us to eliminate all our emissions by this date. Our major suppliers are in a similar position. The need for carbon removals to hit national targets is also an assumption that underlies the UK government's Net Zero strategy and the UK Climate Change Committee's independent advice. So, while our primary focus is on reducing emissions, we need to investigate carbon removal options. We have continued the modest investment we started in FY 2024/25 in UK nature-based carbon removal projects. We have worked with Beyond Zero to instigate and monitor carbon sequestration on three farms. Through our engagement with these projects, we will increase our understanding of this complex marketplace, help stimulate the UK market for carbon removals which is likely to grow significantly and generate a range of co-benefits supporting wider government environmental objectives.

Nature and biodiversity

We have continued our focus on maintaining a sustainable environment right across our estate. We once again retained our Wildlife Trusts' Biodiversity Benchmark Award for our Exeter site. The long-term commitment to our own environment was rewarded with over 750 species identified on site. This includes the purple hairstreak butterfly, green woodpeckers and hazel dormouse. The bee orchids on site continue to thrive.

Although the size of our estate outside Exeter is modest, we still have some opportunities to support nature. As part of the project to build our new radar in East Anglia, ecological work has included new planting, the installation of bird boxes and improvements to the existing pond.

Staff and stakeholder engagement

We have continued to promote our actions and raise awareness of the challenges of tackling climate change across a wide range of stakeholders. We have contributed to work with our owning department DSIT, as well as other cross government networks. We have provided information and held seminars with a wide range of partners and private sector organisations. Our climate services team has provided advice to a wide range of organisations from local authorities to major utilities and infrastructure firms. Helping

organisations adapt to the increasingly visible impacts of climate change is a core part of the way we support the UK economy.

Engagement and communication with staff remain important elements of our sustainability plan. We have provided regular communications to staff, ranging from assessments of the impact of our AI usage, to holding a 'Recycle for Good' event, to staff volunteering planting hedges to support our UK nature-based carbon removal projects.

The pathway to carbon neutrality

As outlined, measuring and monitoring the whole scope of our emissions is essential to identifying where action can be taken. Actions need to be both cost effective and designed to provide longer term benefits, whether reducing future risks or minimising future financial and regulatory costs.

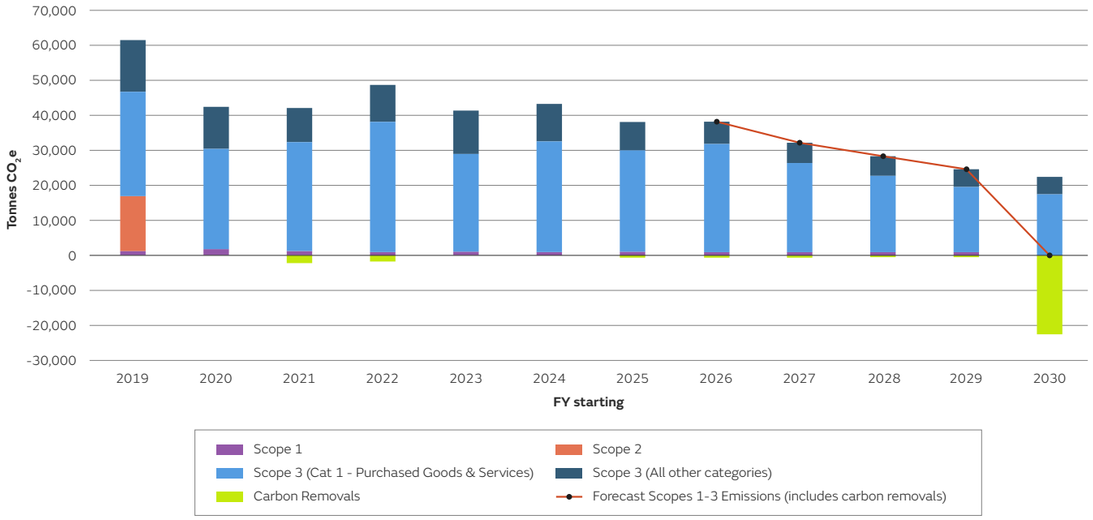
Like other organisations we have continued to learn more about our own direct (Scopes 1 and 2) and our supply chain's (Scope 3) emissions. As we have assessed the most practical options to tackle them and seen other organisations refine and reassess their own targets, we have refined our own projections.

We continue to assess 2030/31 carbon neutrality as achievable. As was the case when we started our journey in 2020, it relies not just on our own emissions reductions, but also on the priorities and actions of our suppliers and on the purchase of carbon removal offsets. It will also depend on funding availability, UK and international policy and regulation and the wider geopolitical landscape.

We continue to work, together as an organisation and as individual members of staff, in our ambition to tackle these challenges, to make a real difference in a world that is still warming rapidly and to be a force for good for the planet.

Further details of our actions and key data are included in the sustainability report below.

Met Office journey to carbon neutrality by 2030/31
(Actual data 2019-2025, projected data 2026-2030)



Sustainability report

As outlined, we are committed to meeting our objectives in a sustainable way. As well as minimising our environmental impact, we endeavour to act in a positive way in our engagements with our staff, customers and suppliers and maximising our contribution to the wider community.

Our approach to achieving carbon neutrality by 2030/31 is outlined on page 90. Below, we provide more detail on emissions, energy consumption, waste management and water usage as well as more information on our biodiversity work and sustainable procurement.

We are also committed to meeting the Greening Government Commitments (GGC) 2025-2030 and progress is reported to central government.

In calculating our emissions, we follow the GHG Protocol and use UK government conversion factors.

The quality of emissions data has continued to improve allowing us to refine our reporting and projections, especially for the indirect emissions in our supply chain. To capture the emissions as accurately as possible of our largest suppliers, EUMETSAT and Microsoft, we have worked closely with them to develop contract specific measures for these elements of our Scope 3 emissions.

Greenhouse gas emissions (GHG) – Exeter and frontline sites		FY22/23	FY23/24	FY24/25	FY25/26
Scope 1 and 2 - emissions (tCO_2e)	Total gross emissions for scope 1 (including white fleet)	922	1,065	882	**1,023**
	Total gross emissions for scope 2	11,358	12,148	11,607	**3,428**
	Fugitive emissions (refrigerant gas leaks from cooling units/systems)	0	182	0.4	**0**
Scope 1 and 2 - energy consumption (MWh)	Electricity: non-renewable	58,718	58,606	56,061	**19,369**
	Self-generated renewable (solar PV installation at HQ site)	244	245	238	**249**
	Natural gas	4,414	4,263	4,445	**5,142**
	Gas oil (diesel)	27	17	11	**27**
Scope 1 and 2 - Financial indicators (£)	Expenditure on energy	9,695,403	11,834,693	13,431,717	**5,299,511**
Scope 3 - emissions (tCO_2e)	Gross emissions scope 3 - all business travel (less white fleet)	1,744	2,399	2,569	**1,926**
	Gross emissions scope 3 - supply chain	37,196	27,955	31,650	**29,272**
	Gross emissions scope 3 - commuting travel and WFH	2,584	2,585	2,306	**2,288**
	Gross emissions scope 3 - other	6,194	7,229	5,949	**3,939**
Scope 3 - Financial indicators (£)	Expenditure on business (administrative) travel	1,396,825	1,692,380	1,846,787	**1,925,040**
Carbon removals/ offsets	Volume of Carbon Credits purchased and retired (tCO_2e)	1,500	N/A*	N/A*	**580**
	Expenditure on accredited carbon removal / offset purchases	18,750	N/A*	N/A*	**17,690**

N/A* No carbon credits purchased/retired, but UK nature-based project work undertaken with Beyond Zero

Energy

The energy consumed by our headquarters-based High-Performance Computer (HPC) accounted for most of our energy consumption and associated emissions. Electricity consumption for our Exeter offices and IT halls was at steady state until the decommissioning of our Exeter HQ based HPC midyear when we saw a significant drop in electricity consumption.

For the last five years, we have used a mix of renewable and zero carbon nuclear tariffs available to us through our Crown Commercial Services supplier EDF. Since FY22/23 this has been the EDF Zero Carbon for Business which is 100% nuclear. For our overall emissions monitoring we use standard industry (market-based) definitions for monitoring our energy consumption. However, as a Central Government funded body, for the purposes of GGC and this annual report, we report our energy usage using standard UK electricity grid (location-based) emissions factors.

Our fugitive gas emissions relate to losses from our air conditioning units and chillers which we use to cool our IT. The losses are from instances when, despite regular maintenance taking place, the equipment, which is now near end of life, has suffered unexpected failures.

The increase in our gas consumption in FY 25/26 is due to higher occupancy levels at our headquarters site.

Our gas oil (diesel) consumption this year was for scheduled maintenance work and our solar PV installation at our Exeter site continues to meet its projected outputs.

Travel

Travel has reduced slightly in this FY against FY 24/25 and remains significantly down on our pre-COVID baseline due to the measures we put in place to reduce air travel and our continued use of virtual meetings.

A reduction in staff business travel remains a focus of the GGC. We have significantly increased the number of electric charging points both at our Exeter HQ and at UK sites we own, to facilitate the move to an all-electric car fleet by end of 2027 in line with the GGC.

Carbon removals

Previously, as part of our Sustainability strategy, we offset our expected business travel emissions. These were a mix of carbon reduction and carbon removal activities in a range of different overseas projects supported by Climate Impact Partners in line with ICVCM's Core Carbon Principles. For this FY, we have purchased high quality UK nature-based carbon removal credits from Beyond Zero to offset some of our business travel, including the air travel from our overseas customer driven programmes. These removal credits are certified by the UK Carbon Code of Conduct. We also continue to invest with Beyond Zero in the development of UK nature-based sequestration solutions from land management and agroforestry which will provide carbon removal credits for future years.

Waste and recycling

Our total waste arising at our Exeter site has increased slightly compared to the previous financial year, while our recycling and recovery rates remain high, and recycling was slightly higher than in previous years. We have consistently achieved less than 5% of our waste going to landfill in line with the GGC. The landfill waste in this financial year was the disposal of old carpet tiles for which, due to their age, there were no re-use, recycling or recovery options.

We continue to work to reduce our total waste through initiatives such as reducing or removing consumer single use plastics in our catering and stationery supplies.

Note that our decommissioned HPC is not included in the figures below as under the original contract with HPE, they were responsible for the recycling and reuse of the equipment as noted above.

Waste - Exeter site		FY22/23	FY23/24	FY24/25	FY25/26
Non-financial indicators (t)	Total municipal waste arising	166.8	124.8	112.8	**143.2**
	Recycled	128.4	98.1	83.7	**101.5**
	Composted	12.5	15.4	11.1	**10.1**
	Anaerobic digestion	8.5	12.4	14.8	**17.0**
	Incinerated with energy recovery	18.2	11.6	11.9	**12.3**
	Landfill	3.7	1.3	4.5	**2.3**
Financial indicators (£)	**Total disposal cost**	**40,754**	**39,313**	**53,174**	**40,667**

ICT and digital waste		FY22/23	FY23/24	FY24/25	FY25/26
Non-financial indicators (t)	Re use	5.12	3.81	2.06	**0.49**
	Recycle	5.68	5.91	3.32	**4.96**
	Incineration with energy recovery	0.16	0.04	0.08	**0**
	Incineration without energy recovery	0	0	0	**0**
	Landfill	0	0	0	**0**
Number of items	Units disposed includes end-user devices, peripherals, networking and telephony equipment, audio-visual devices, imaging devices	6,503	4,934	2,320	**2,179**
Financial indicators (£)	Value returned - self-funding cost neutral process	0	0	0	**0**

ICT and digital

We have adopted the 'Greening Government: ICT and Digital Services Strategy' and associated targets and provide data to the Sustainable Technology Advice and Reporting Team, who manage and deliver the Greening Government Commitments ICT reporting. We deliver an annual ICT and digital footprint, waste and best practice data.

Highlights include all our data bearing IT assets being data cleansed and then refurbished for re-use or, where this is not possible, being dismantled and recycled. This process is cost neutral as the value of the end-of-life IT assets after processing covers the cost of the process itself.

Finite resources (water)

We have metering at our headquarters to monitor and record our onsite water usage, most of which until recently has gone to cool our HPC, using a mix of mains water and softened borehole water following our 2020 borehole enhancement project.

Reduction in the borehole water consumption in FY24/25 was due to the installation of two new chillers. These chillers have adiabatic cooling systems which use significantly less water compared with traditional cooling towers.

In summer 2025, our Exeter HQ based supercomputer was decommissioned. As a result, two of the four cooling towers at HQ were taken out of operation due to the reduced cooling requirements. This led to significant reductions in both mains water and borehole water use in FY25/26.

Biodiversity action planning

Our staff-led Biodiversity Working Group continues to work closely with colleagues in our Property Management Team to protect and enhance biodiversity on our estate. In FY25/26 we reached 750+ species of flora and fauna in our Exeter grounds. Following the discovery of a dormouse nest at our Exeter site in FY24/25, we installed 12 dormouse nest boxes around our headquarters in FY25/26 to encourage more dormice to the site.

We have held The Wildlife Trusts' Biodiversity Benchmark award for our Exeter site for 15 consecutive years. The award certifies excellence in nature-positive site management. We manage our grassland to benefit different butterfly species and to promote botanical diversity. We collect observational data from our regular butterfly transects, plant, bird, bat and fungi surveys, and reptile refugia checks.

Water			FY22/23	FY23/24	FY24/25	FY25/26
Non-financial indicators (m^3)	Water consumption	Imported (potable)	23,631	17,252	15,510	**6,928**
		Abstracted (borehole)	28,514	35,053	19,723	**10,029**
		Grey water (harvested rainwater)	0	0	0	**0**
		Recycled water (discharge from cooling towers)	1,999	2,513	3,657	**2,303**
Financial indicators (£)	**Water supply costs**		**47,479**	**35,054**	**33,367**	**22,081**

Sustainable procurement

The commercial team, along with our stakeholders, continues to work closely with Small and Medium-sized Enterprises (SMEs) wherever possible. Our goal is to deliver benefits that match market capacity and to encourage SME engagement in the competitive process. We provide lotted or unaggregated contracts to attract SMEs, ensuring that we deliver added value, innovation and flexibility. This also directly aligns with the requirements in relation to SMEs in the new Procurement Act 2023. Our expenditure with SMEs averaged 32.16% of the spend over the last 4 quarters which covered 482 different SME organisations, and 32.9% of the contracts live during 2025/26 were met by an SME supplier.

Our Met Office Social Value Strategy aligns with our values and strategic priorities, providing a clear purpose that guides all our commercial activities. It also reflects central government policy and the new Social Value Model released in February 2025. We remain committed to working with our suppliers through our commercial processes to help them understand how to deliver meaningful social value for the organisation and maximise the impact of their contributions. As previously outlined, the environmental performance of our suppliers is crucial to our own sustainability targets. Simultaneously, we aim to foster improvements in training and diversity, aligning with our objectives as a sustainable business.

The commercial team is also making good progress with the Met Office social value actions and plans, which are aligned with best practice and reflect government guidance. We have fully embedded a comprehensive framework of tools and templates in our commercial processes, including a social value register that reports the measurable and tangible benefits of social value in our contracts.



Task Force on Climate-Related Financial Disclosures

This Task Force on Climate-related Financial Disclosures (TCFD) report covers the whole Met Office and aligns with our wider work on environmental sustainability. The process of assessing future climate-related risks and opportunities is helping us plan strategically, build resilience and adapt to the physical and wider business changes which climate change may cause. It ensures long-term value and transparency for stakeholders, supporting the UK's climate risk management and adaptation.

Compliance Statement

The Met Office has reported on climate-related financial disclosures consistent with HM Treasury's TCFD-aligned disclosure application guidance. The guidance interprets and adapts the framework for the UK public sector.

The Met Office does not consider climate to be a principal risk to its operational capabilities. It does, though, consider climate-related transition risk to be a significant component of two principal risks that have been managed through the Met Office corporate risk register during the year. It has therefore fully complied with all 11 elements of the 4 pillars of TCFD reporting which are laid out in the table below.

Governance	Strategy	Risk Management	Metrics and Targets
a. Board oversight	a. Climate-related risks and opportunities	a. Process for identifying climate-related risks	a. Metrics used to assess climate risks
b. Management's role	b. Impact on strategy and financial planning	b. Process for managing climate risks	b. Scope 1,2 and 3 emissions
	c. Resilience under different climate-related scenarios	c. Integration into overall risk management	c. Targets used to manage climate risks

TCFD Disclosures

The Met Office is a world-leading centre of climate change science. We provide information to customers in HM Government, the UK private sector and around the world, helping them target effective climate mitigation and adaptation action.

Governance

The Met Office's governance structure is outlined in the Accounting Officer's Governance Statement on pages 108-118. Climate-related oversight has been incorporated into this structure to ensure the Met Office Board and Executive consider climate-related issues when guiding strategy, risk management, budgets, performance objectives and major capital expenditure. Understanding climate change is core to our purpose.

Board Oversight and Management's Role

Body	Role	Action in 2025/26	Responsibilities and expertise
Met Office Board	Annual review of environmental strategy. Review of principal corporate risks and risk appetite. Review of TCFD report as part of Annual Report.	Annual environmental report and progress update – July 2025. Supported maintaining 2030/31 carbon neutrality target.	Board / ARAC non-executives with specific climate change / adaptation expertise.
ARAC (Audit and Risk Assurance Committee)	Oversight of TCFD and climate-related risk. Considers climate-related risks and opportunities as part of its wider remit to oversee the Met Office's risk management process.	Annual TCFD progress update – July 2025. Review of TCFD report and disclosures – May 2025 and May 2026.	Terms of Reference detail responsibility for TCFD oversight. ARAC members have relevant expertise and experience.
Executive Board	Reviews environmental strategy. Considers environmental matters as part of wider strategy and operational delivery. Agrees and monitors corporate risk register and any related environmental risks.	Bi-monthly reports from RBC. Reviewed carbon neutrality and performance targets. Signed off environmental policy and endorsed annual Environmental Management System (EMS) report.	Wide range of climate-related expertise across the Executive.
Responsible Business Committee (RBC)	Takes an overarching role in assessing and managing climate-related risks. Reviews and agrees environmental strategy, priorities, approaches and targets.	Environmental matters considered at bi-monthly meetings. Reviewed and approved Climate Change Adaptation Plan. Signed off TCFD, EMS, GGC reporting and internal performance targets including progress towards 2030/31 carbon neutrality.	Terms of Reference outline responsibilities, including TCFD, EMS and Greening Government Commitments (GGC). Calls on resource and expertise from all areas of the business.
Associate Director, Office of the Chief Executive	Leads day-to-day work of the Sustainability team. Chairs RBC.	Reporting line to Executive Board members.	Annual performance objectives include delivery of environmental targets and TCFD requirements. Relevant experience and qualifications.
Sustainability team	Dedicated resource focused on implementation of environmental strategy and risk and adaptation work.	Managed and maintained environmental data, models, and reporting for TCFD, EMS, GGC and internal targets.	Responsibilities laid out in job descriptions. Supported by expert Met Office climate change and adaptation teams.

As outlined in the Governance Statement, the Met Office's governance structure will from April 2026 be based around three capability domains. Responsibility for environmental strategy and climate-related risk assessment will rest with an Associate Director reporting to the Enabling Domain Managing Director. A new governance structure will ensure environmental and climate-related matters are managed consistently across all three domains. Board and ARAC oversight will remain unchanged and the responsible Associate Director will report to the Executive Committee, ARAC and the Board.

Strategy

To assess the potential impact of climate-related risks and opportunities on the Met Office's operations and strategic planning, we conducted both physical and transition risk assessments. Physical risks - for example heatwaves, extreme rainfall or flooding - can have direct impacts on business operations. Transition risks cover second order implications resulting from policy, regulatory, technological and behavioural changes that can impact prices and taxes, funding availability, market dynamics and supply chain resilience.

Our risk assessments were conducted using three long-term scenarios aligning with the Climate Financial Risk Forum's ABC Framework, to which the Met Office contributed. The scenarios are:

- **A.** Aiming for warming of 1.5° – through rapid action delivering strong mitigation
- **B.** Building and budgeting for warming of ~2.0° in 2050 – through moderate action
- **C.** Contingency planning for warming in 2050 of 2.5° – as a result of policy backtracking

These differing scenarios looked at the potential outcomes and impacts of climate change over three broad time frames (the near-term up to 2040, from 2040 – 2070 and out to 2100). We then assessed the need to complete further analysis, start planning future adaptation, or embark on mitigating action. The conclusions were considered over the Met Office's strategic planning horizons (over the next 1 – 2 years, from 2 – 5 years and from 5 – 10 years and beyond).

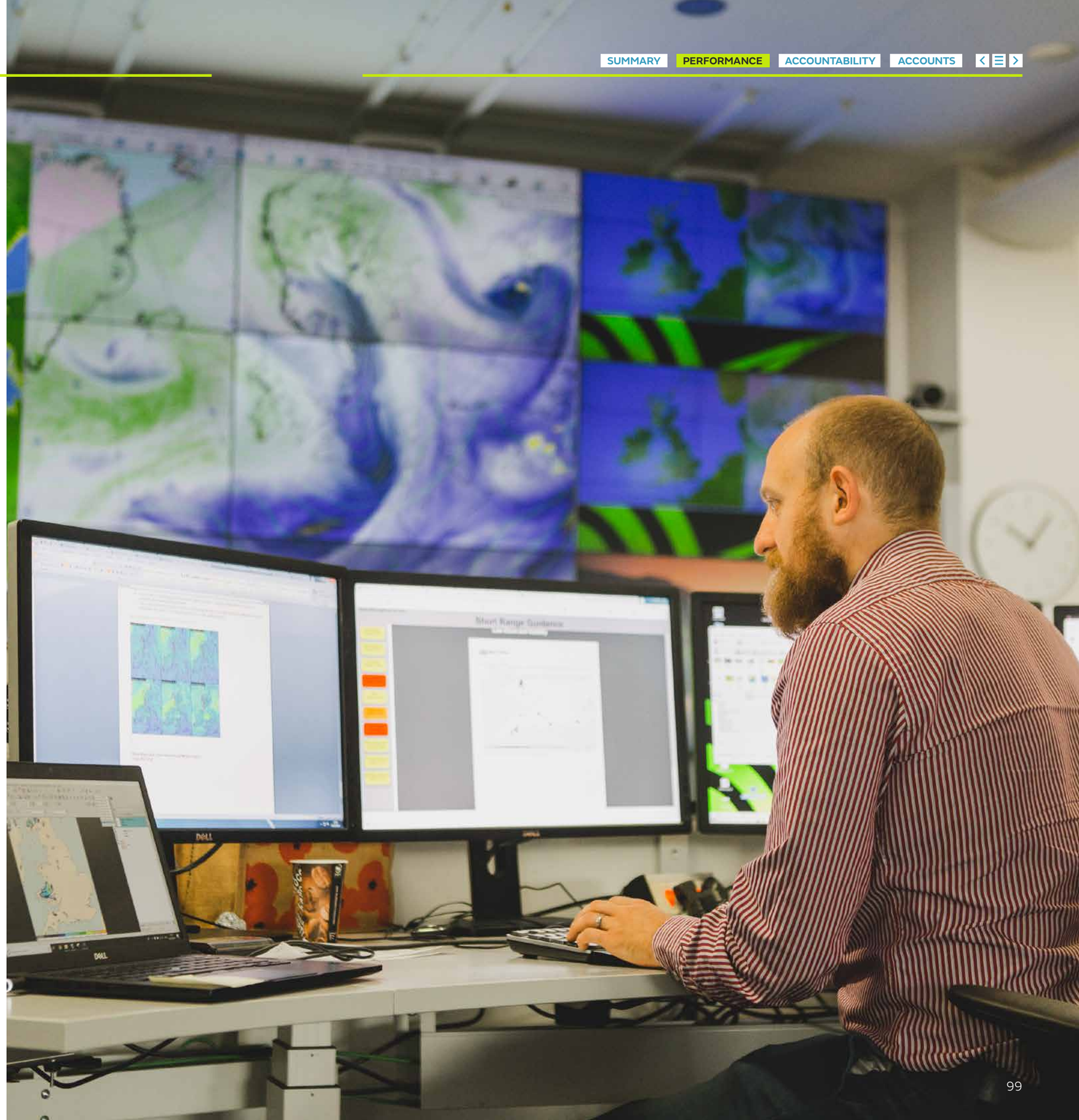
From this process we identified transitional climate-based risks in two areas which are components of principal risks:

1) Trust and reputation. Evolving perceptions and attitudes to climate change impact the trust in and reputation of the Met Office, and

2) Service resilience. Risks to the reliability of electricity supplies arising from the transition to renewable energy and rising demand for electricity because of climate change.

Direct physical risks to Met Office people and property were not considered material, being less immediate with lower levels of likely impact.

In addition, the Met Office's provision of climate services presents significant opportunities.



Trust and reputation

As the impacts of climate change have become apparent around the world – including more frequent heatwaves, wildfires, extreme precipitation and flooding – there has been a growing recognition of the potential costs and disruption of both mitigation and adaptation. This has influenced public discourse and shaped political debate, making climate change a more divisive issue. There has also been a significant increase in mis- and dis-information. Loss of trust in the weather and climate data and intelligence provided by the Met Office could result in government, business and the public failing to take appropriate actions to mitigate risk. It could also lead to a reduction in the Met Office's funding and revenues. Any resulting degradation in Met Office products and services could leave the UK government, industry and citizens underprepared to respond to the challenges of climate change over medium to longer-term scenarios. On the other hand, increasing awareness of the need for independent, impartial weather and climate data and intelligence – a core role of the Met Office – creates an opportunity to increase trust in the Met Office, enabling users to take better decisions on the measures required to mitigate and adapt to climate change.

As you can see under the Risk review on page 82, trust has been categorised as a principal risk on the corporate risk register in the last year. Action has been taken through the Met Office's communication and engagement strategy to counter the impact of misinformation and disinformation.

Service resilience

The Met Office relies on a massive data collection and computing infrastructure to deliver products and services to its customers. All the components of this value chain - whether directly owned or outsourced to hosted solutions providers - rely on a reliable and resilient electricity supply. Data communication links have a similar dependency.

The transition to renewable energy will require significant investment in the UK grid to accommodate an increasing proportion of electricity generated from intermittent sources, such as wind and solar. At the same time, electricity demand is forecast to grow rapidly from the electrification of transport, heating and industrial processes that previously used fossil fuels. There is also growing demand from cloud computing and data centres. Meanwhile, geopolitical events continue to impact the cost and supply of fossil fuels to traditional power generators. Since the Met Office provides a range of critical services to its customers, the reliability and resilience of national and regional power supplies represents a significant risk.

There are a range of other potential threats, including cyber attacks and physical damage to the Met Office's operating infrastructure, which could have a similar impact as these climate-related risks. Work took place throughout the year to better understand these risks, and the resilience of services to our customers was treated as a principal risk, as detailed under the Risk review on page 82. Climate-related risk will be incorporated in the ongoing assessment of wider operational resilience risks, aligned with our low tolerance for impacts on critical operations. There will be minimal additional financial cost from including climate-based impacts in this work.

Physical risk impacts on people and property

Our analysis identified a number of potential physical risks from increasing temperatures and extreme or prolonged precipitation. These risks are currently small, but likely to increase over longer timescales and with higher emission scenarios. There are also scenarios where risks could be compounded. For example, a prolonged heatwave could lead to a surge in demand (from the NHS and fire services amongst others) while working conditions for forecasting staff became challenging. At the same time, there might be an increased risk of power supplies cutting out. Our adaptation plan sets out actions to gather further information. This will equip us to start integrating climate resilience planning into our ongoing people and property management. It will allow us to review the evolving profile of health and safety risks, particularly at sites that are more vulnerable to extreme weather conditions and hazards.

Climate services opportunities

The Met Office provides the UK's most comprehensive source of information on the likely path and impacts of climate change. These are vital for government, infrastructure and industry as they plan their adaptation. In 2024 London Economics assessed the potential associated benefits the Met Office could bring to the UK economy from its climate adaptation and mitigation services as both "large and uncertain". Demand will vary depending on climate policy and politics. Rapid climate action scenarios are likely to increase demand, while policy backtracking is likely to defer it. London Economics' central estimate of value amounting to £12bn over the next 10 years represents a significant opportunity. Such services have always been a core element of Met Office and Hadley Centre work, so the analysis has not led to a change in strategy. Climate services are incorporated into the organisation's strategic planning and financial revenue forecasts.

In 2025/6, as planned, we completed our first Climate Change Adaptation Plan (CCAP), based on our earlier climate risk assessments. The purpose of the CCAP is to ensure the resilience of the organisation, reducing the likelihood and associated costs of future problems. It aims to identify where and when action would generate cost, benefit or enhance future revenues. While the risks and opportunities are potentially significant over the time scales of the analysis, the cost of implementing the initial steps in the plan is low and not material in financial terms. The strategic actions summarised below will all help to improve Met Office business resilience and the robustness of our strategy in the face of climate-based risks.

There are inevitably many important factors outside the Met Office's direct control, such as major failures of the UK grid or a sharp reversal of climate policy and regulation. The plan should, though, help to mitigate impacts and identify potential contingency arrangements.

Trust and reputation

By continuing to actively manage this risk, we aim to grow and protect the reputation of the Met Office so that everyone is aware, understands and acts upon our trusted climate and weather intelligence.

Operational resilience

Through understanding the potential risks in our technology infrastructure and that of our suppliers, we can be as resilient as possible to the energy transition.

People and property

By understanding the impacts on our people and operating bases, we will be able to equip and prepare our people to respond resiliently, particularly when extreme weather events could lead to surges in demand.

Climate services

Strategic planning of our adaptation and mitigation services will ensure the financial resilience of our revenues – and add significant value to our customers in improving their own resilience.

Risk Management

The Responsible Business Committee (RBC) has overseen the processes to assess climate-related risks and opportunities centrally and then to ensure they are monitored and managed appropriately by the risk owners in the relevant parts of the business.

In the case of physical climate risks, a series of cross organisational workshops was led by the Met Office's internal applied science consultancy team. They provide similar advice to a wide range of Government and other external businesses. In parallel, we employed Frazer Nash Consultancy to facilitate assessment of transition risks that could affect the business.

The outputs from these two processes were collated. The likelihood and impact of the risks were calibrated in line with our enterprise risk management processes, outlined in the Governance Statement. Ownership of the key risks was passed back to the relevant business risk owners to monitor and manage. In a number of cases, these climate-based risks overlap with and have been integrated into risks already being managed. Integrating climate risk management into wider corporate processes ensures risks are not treated in isolation but that the relevant business area or 'first line of defence' takes responsibility and considers appropriate climate impacts in their strategic planning, budgeting and performance monitoring.

If a climate risk is assessed to be of sufficient potential impact to be classified as a 'principal risk', or is a component of a wider risk with an equivalent impact, the risk will be escalated by the business risk owner through the governance structure in consultation with the corporate risk manager.

There is still much uncertainty around the outcomes and impacts of many climate-based risks. The extended time periods of the climate risk analyses out to the end of the 21st century, coupled with the interplay of the policy decisions, regulation and taxes, business and market responses and the variations in resulting emissions trajectories, make a range of actual climate change outcomes plausible. We are monitoring these risks and will take action at the appropriate time.

Business transition risks are more likely to have a more immediate impact, as perceptions change and businesses move to anticipate future changes. As a climate-focused organisation, the implications of these transition risks and opportunities are already well understood by the Met Office. Any further work currently anticipated by our climate adaptation plan is not expected to be material in the context of our existing financial planning.

The analysis has also identified opportunities for the Met Office, particularly in an environment that stimulates rapid action to mitigate and adapt to climate change. Any such opportunities will also be managed by the relevant business area, in line with business cases produced as part of our strategic and financial planning processes.

The RBC has continued to review the full range of climate-related physical and transition risks to ensure that the initial assessments remain valid and that any emerging and potential climate impacts are considered. As management's understanding deepens and matures, ongoing reviews will lead to better delineation of the risks and prioritisation of mitigating actions. More comprehensive risk reassessments will be undertaken every three to five years as further climate change information becomes available.

Metrics and Targets

Physical and transition-related risks have been assessed using the Met Office's standard risk methodology and metrics, as explained in the Governance Statement. These metrics include the likelihood of the risk occurring (under the different scenarios) versus the impact of the risk (or opportunity) should it arise. The scale of potential impacts was assessed from financial as well as operational, reputational, compliance and people perspectives. Like other public sector organisations, the Met Office considers a wider range of socio-economic benefits beyond pure financial impacts. As climate change scenarios stretch out to 2100, the anticipated proximity of risks is an important metric in deciding on when to take mitigating action. These risk metrics are used to assess whether to manage the risks actively or just to monitor emerging risks for future review.

Following this initial review of risks, further iterations will help to confirm how accurately risk metrics have been calibrated and whether the targets for risk mitigation remain appropriate. While high level financial impacts have been considered, broader financial analysis will continue in 2026/27 and beyond.

In 2020, the Met Office completed a comprehensive baseline analysis of Scope 1, 2 and 3 emissions in line with the Greenhouse Gas (GHG) Protocol. We report on the full scope of our Scope 3 emissions as these make up over 95% of our emissions. We set a pathway for emissions reductions and a target of carbon neutrality in 2030/31. Progress towards this target has been reviewed this year, as in previous years, by the Executive Board and reported to the Met Office Board. While we recognise the targets remain challenging, are subject to factors outside the Met Office's direct control and will require the purchase of carbon removal credits, it was agreed that the Met Office should continue to work towards this target. Progress has been reported every year in the annual report (please see pages 90-92).

As well as the headline 2030/31 target, we have set a number of secondary targets to focus attention on priority actions. These have been combined with the use of corporate KPIs, business area targets and performance objectives to ensure staff and senior management alignment. These include:

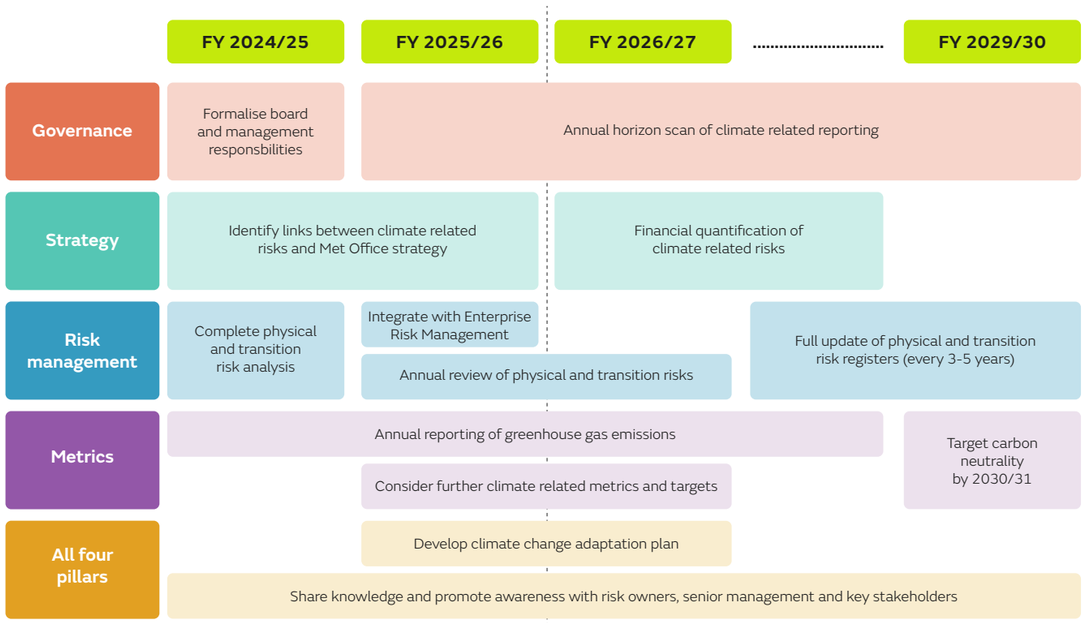
- Maintaining electricity supply at over 99% 'carbon free'
- Reducing business travel emissions by 40% by 2030/31
- Leveraging direct engagement with our top 20 suppliers
- Meeting Greening Government Commitment (GGC) targets
- Maintaining ISO 14001 accreditation

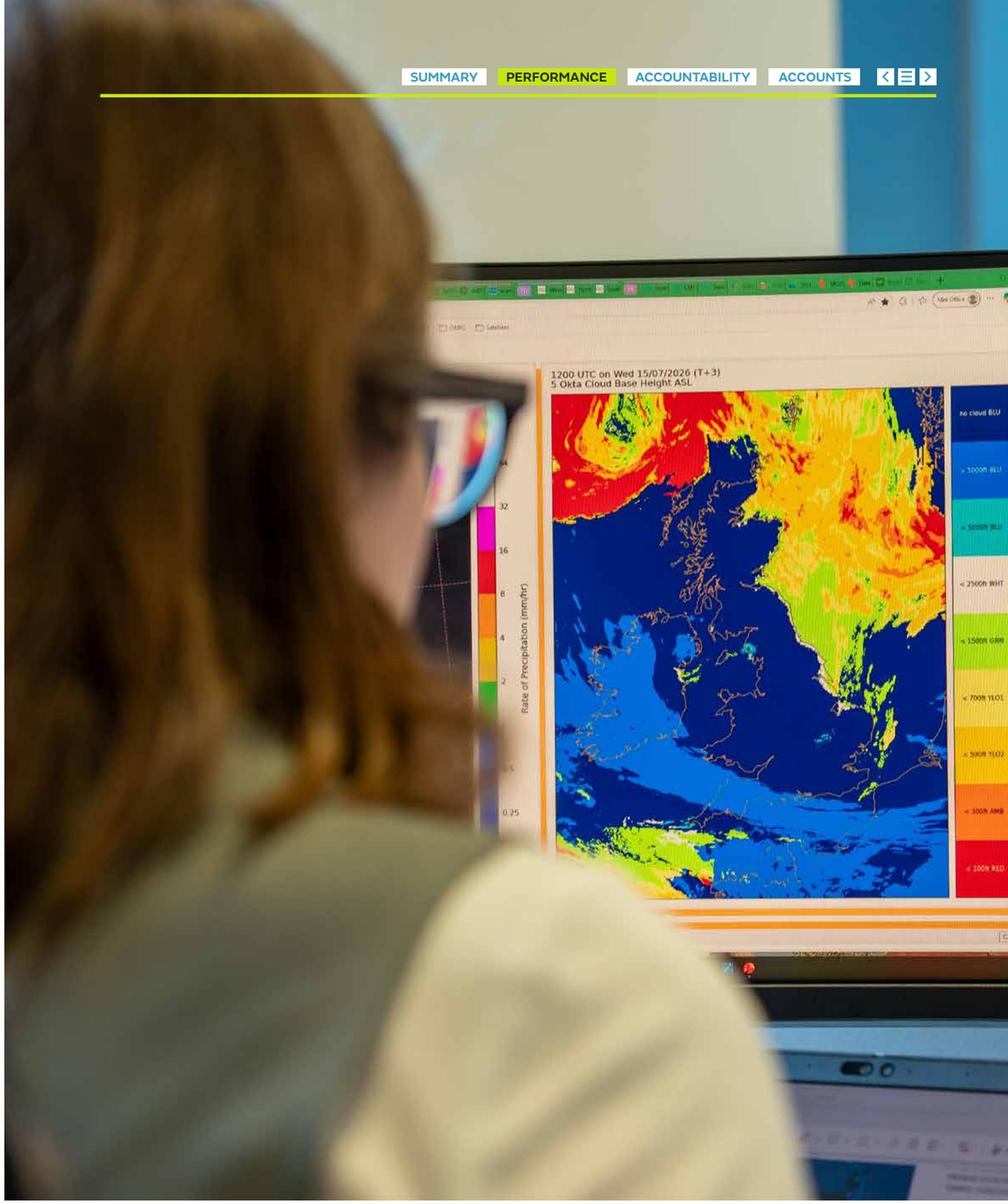
Last year, we confirmed that we would develop our climate risk adaptation plan and allocate ownership and responsibility for adaptation actions emanating from this. We have also set objectives for developing scalable climate services into our refreshed corporate strategy. Our CCAP has targeted the actions summarised on the next page.



Area of adaptation	Risk level	Change	Status	Agreed action
People impacts	Low	⟷	Within tolerance	Conduct review encompassing all staff and operational locations, calibrating vulnerability and impact of extreme weather events.
Property impacts	Low	⟷	Within tolerance	Conduct review encompassing all offices, operational and observational facilities, calibrating vulnerability and impact of extreme weather events.
Service resilience (particularly to power supply failure risk)	Medium	↓	Moving to tolerance in terms of service resilience, but operational resilience subject to ongoing assessment	Complete review of owned and hosted operational infrastructure (in conjunction with wider resilience work) to identify potential points of failure. Instigate processes to ensure climate resilience (inc. of power supply) is included in all multiyear infrastructure and observations procurement.
Trust and reputation	Medium	↓	Active management has moved this risk back to tolerance	Continue to manage trust and reputation to maintain risk within tolerance (noting co-dependencies with geopolitical risks)
Climate risk and adaptation services	High	↑	Opportunity	Managed as part of strategy to provide purposeful data and intelligence (Strategic Outcome 6).
Financial mitigation and adaptation costs	Very low (in relation to existing plans)	⟷	Costs to be assessed as actions above are developed	From 2026/27, review and confirm potential climate-related costs to mitigate emissions or adapt to identified risks. Incorporate any material costs in corporate planning.

Progress in climate-related risk assessment and reporting







Professor Penelope Endersby
Chief Executive
21 October 2026

Corporate governance report

Directors' report

The following items, required as part of the Directors' report, are included in the Governance statement on page 108:

- Composition of the Met Office Board.
- Disclosure of other interests held by members of the Met Office Board.
- Disclosure of personal data-related incidents.

Statement of the Met Office and Accounting Officer's responsibilities

Under section 4(6)(a) of the Government Trading Funds Act 1973, HM Treasury has directed the Met Office to prepare a statement of accounts for the 2025/26 financial year in the form and on the basis set out in the Accounts Direction issued on 18 December 2025 and in guidance on accounting for grants received during 2017.

Accounts are prepared on an accruals basis and must give a true and fair view of the Met Office's state of affairs as at 31 March 2026 and of the income and expenditure, changes in taxpayers' equity and cash flows for the financial year. In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- observe the Accounts Direction issued by HM Treasury, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards, as set out in the Government Financial Reporting Manual, have been followed, and disclose and explain any material departures in the financial statements;
- prepare the accounts on a going concern basis; and
- confirm that the Annual Report and Accounts as a whole is fair, balanced and understandable and take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable.

HM Treasury has appointed the Chief Executive of the Met Office as the Accounting Officer for the Trading Fund. Her responsibilities as Accounting Officer, including responsibility for the propriety and regularity of the public finances, for which she is answerable, for keeping of proper records and for safeguarding the Met Office's assets, are set out in Managing Public Money published by HM Treasury.

As the Accounting Officer, I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that the Met Office's auditors are aware of that information. So far as I am aware, there is no relevant audit information of which the auditors are unaware.



Governance statement

Professor Penelope Endersby CBE, FREng, Hon FInstP

Scope of responsibility and purpose of the Governance statement

As Accounting Officer, it is my responsibility to ensure that there is a sound system of governance, risk management and internal control in place. The Met Office operates in accordance with the Framework Document agreed with our owning Government department. Our business is conducted in accordance with Managing Public Money to ensure public money is safeguarded, properly accounted for and used economically, efficiently and effectively. The Met Office complies with the provisions of Corporate Governance in Central Government Departments: Code of Good Practice.

The Governance Statement, for which I, as Accounting Officer, take personal responsibility, gives a clear understanding of the dynamics of the Met Office. Its control structures provide an adequate insight into the business and resources of the Met Office to enable me to make informed decisions about progress towards our strategic objectives and, if necessary, steer performance back on track. In doing this, I am supported by a governance structure that includes the Met Office Board, its Executive and senior management and a robust assurance framework.

This statement explains how we have complied with the principles of good governance and reviews the effectiveness of these arrangements.

The Met Office governance structure

Role of owning department and Sponsorship Team

At the time of writing, the Met Office was an Arm's Length Body (ALB) of the Department for Science, Innovation & Technology (DSIT). As part of the machinery of government change in July 2026, the Met Office is now an ALB of the new Department for Business, Innovation, Science and Trade (BIST). All references made to DSIT should now be read as BIST.

An owning Department's Sponsorship Team is central to ensuring an ALB's focus and activities are aligned with government objectives and advises Ministers on the management of the Government's interest in the Met Office. The Met Office maintains strong and constructive relationships with its Sponsorship Team in DSIT. Following a very positive assessment of the Met Office in 2023 as part of the Public Bodies Review Programme, we published an updated Met Office Framework Document in 2025. The Framework Document describes our purpose, role and responsibilities and our governance framework as an ALB, including our important role as both a Trading Fund and a Public Sector Research Establishment (PSRE). It outlines our governance framework and our relationship with and responsibilities to DSIT as our owning Department. We worked closely with our Sponsorship Team to agree the new framework, prior to review and endorsement by HM Treasury.

Role of the Met Office Board

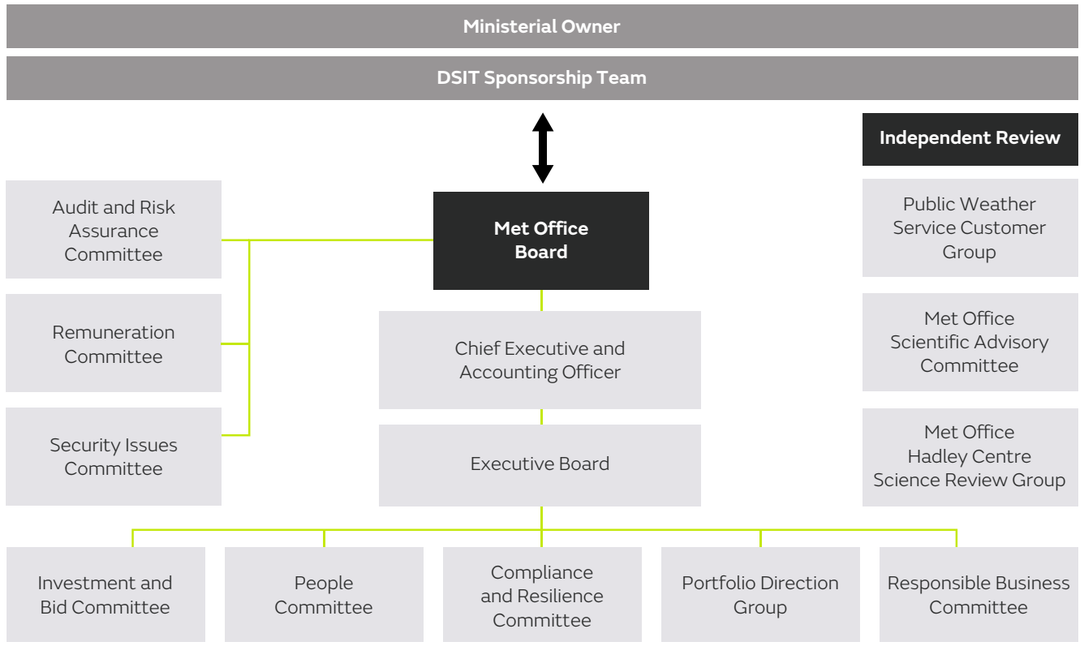
The Met Office Board challenges and supports the Executive team, carefully scrutinising its proposals and performance, particularly in relation to the development of the Met Office's long-term business strategy and delivery of its Corporate Plan. It monitors performance against agreed Key Performance Indicators (KPIs) and longer-term Objectives and Key Results (OKRs) that are aligned with the strategy. In addition, the Met Office Board takes an overview of corporate risk and works with the Executive Board to agree the organisation's risk appetite.

The non-executive Chair is responsible for leading the Board and ensuring that it is effective in discharging its role. He is supported by additional independent non-executive Directors (NEDs), chosen to bring diverse insights and relevant skills. The Met Office Board is supported by three Committees – the Audit and Risk Assurance Committee, the Remuneration Committee and the Security Issues Committee, each chaired by a non-executive Board member.

Role of Chief Executive and Accounting Officer

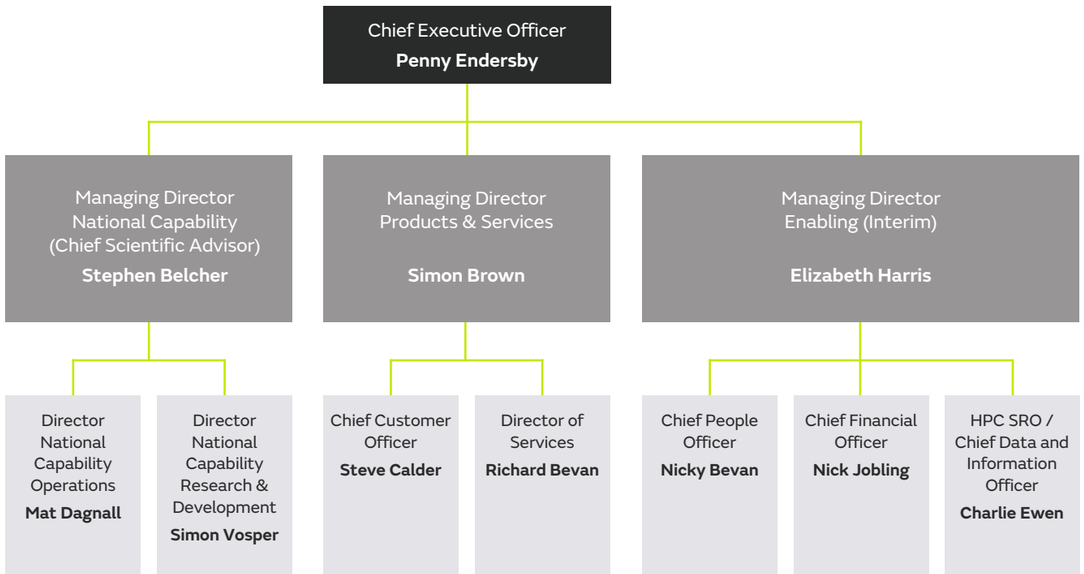
In my role as Chief Executive and Accounting Officer, I am responsible for the day-to-day leadership and management of the Met Office. I am accountable to the Ministerial Owner and the Met Office Board (acting, where appropriate, on the Ministerial Owner's behalf) for the performance of the Met Office. As Accounting Officer, I am personally responsible and accountable to Parliament for the organisation and quality of management in the Met Office, including its use of public money and the stewardship of its assets. As Chief Executive, I chair the Executive Board, which is responsible for supporting me in the implementation of the strategy agreed with the Met Office Board. My authority is outlined in my Delegation letter from DSIT. This was updated in April 2025.

The Met Office governance structure



NOTE: The Audit and Risk Assurance Committee provides advice and assistance to both the Board and the Accounting Officer; it also receives relevant reports from the Accounting Officer.

Executive Board structure



Role of the Executive Board

My colleagues and I, as members of the Executive Board, remain accountable to and open to challenge, advice and scrutiny from the Met Office Board, with whom we are responsible for formulating, developing and agreeing the Met Office's strategy. In turn, both the Executive Board and the Met Office Board are accountable to, and act under delegated authority from, our Ministerial Owner at the Department for Science, Innovation & Technology (DSIT).

The Executive Board is the primary management forum for the Met Office. It brings together the Executive Directors who are responsible for implementation of our strategic objectives and delivery of our Research, Operations and Customer services.

At the beginning of this financial year, we launched a refreshed strategy for 2025 – 2030 to deliver enhanced focus, impact and purpose in a radically changing world. As part of the delivery of our new strategy, we have started to implement a new organisation model - designed around Domains and Capabilities. This moves us from nine Directorates to three Domains. As we start to align with this model, we have embarked on a Simplification Programme which focuses on making our organisation simpler, clarifying how and where decisions are made, streamlining governance and reducing duplication and overlap in our activities. We have appointed a Managing Director for each of the three Domains, reporting directly to me as Chief Executive, as well as Directors in each domain, providing a clear allocation of roles and responsibilities. The new organisation structure will be implemented fully in the new financial year, replacing our previous Directorates and the Executive sub-committees that have been in place for the last five years. A new ExCo will be formed which will focus on the Met Office strategic direction and cross cutting risks and opportunities, with increased decision making and governance accountability being provided to the Managing Director and Directors in each domain.

As part of these changes, I have appointed Simon Brown, Managing Director of the Products & Services Domain, to be my deputy and act as temporary Accounting Officer should I be absent.

Additional independent review bodies

The following bodies provide additional independent review of Met Office activities:

Public Weather Service Customer Group (PWSCG) – oversees the Public Weather Service, including the National Severe Weather Warning Service (NSWWS), ensuring the quality, suitability and value for money of the service provided. The PWSCG comprises independent members and representatives from government departments, agencies, emergency responders, local authorities, the Scottish and Welsh Governments and the Northern Ireland Assembly. The PWSCG is chaired by Vice Admiral Duncan Potts and its Annual Report is available through the Met Office website.

Met Office Scientific Advisory Committee (MOSAC) – provides an independent assessment of the quality and relevance of the Met Office's research and innovation strategy which underpins our weather, climate and oceanographic services. The Committee comprises independent experts in the fields of science and technology, drawn from UK and overseas universities and climate and meteorological institutions. Professor Gideon Henderson has taken over as chair of MOSAC from Dr Gilbert Brunet.

Met Office Hadley Centre Science Review and Advisory Group (SRAG) – provides an independent review of the Met Office's climate research, on behalf of the Department for Energy Security and Net Zero (DESNZ), which oversees the Hadley Centre Climate Programme. The SRAG is chaired by Professor Hayley Fowler.

Supercomputer Programme – the programme to deliver our next-generation supercomputing capabilities in partnership with Microsoft is part of the Government Major Projects Portfolio (GMPP) and subject to independent scrutiny and assurance from both the National Infrastructure and Service Transformation Authority (NISTA) and our owning body, the Department for Science, Innovation and Technology (DSIT). The initial phase of the supercomputer service, delivered by Microsoft, has been operational since early 2025 and the full Generation 1 capability has become operational in July 2026. The supercomputer programme is currently leading the mid-term refresh process that will determine the design of Generation 2 which is scheduled for operation in 2029. The supercomputer programme continues to be monitored and assured by the Department for Business, Innovation and Trade's portfolio management team, with regular reporting to the Cabinet Office. A successful National Infrastructure and Service Transformation Authority (NISTA) Gate 0 early-stage review for Generation 2 took place in September 2025, and a Gate 5 (Operations Review & Benefit Realisation) assurance assessment is expected in 2027.

Work of the Met Office Board and its committees

Met Office Board composition

The Board is comprised of a majority of independent non-executive Directors, aiming to incorporate a diverse and appropriate range of leadership experience, business backgrounds, technical skills and viewpoints to help guide the Met Office's strategy. Board members' expertise ranges from meteorology, science and data, through to finance and business transformation. Appointments are made through the government's Public Appointments process and approved by the Minister. A sponsor department representative sits alongside the non-executive Directors. In addition, a Trade Union representative has right of attendance at Board meetings.

Simon Thompson, previously chair of Rio Tinto, has been our chair since November 2024. He has brought a wealth of experience from the finance, energy and natural resources sectors in executive and non-executive roles. I have particularly valued his support and sage counsel as we launched our new strategy and embarked on a challenging implementation plan and the associated organisational change.

Alan Thorpe, who has provided highly valued meteorological expertise to the Board, stepped down after 6 years. He has been replaced by Florence Rabier, who had recently completed a successful and high-profile tenure as Director-General of ECMWF (European Centre for Medium-Range Weather Forecasts), driving forward their world leading meteorology and forecasting and latterly pioneering work to incorporate machine learning and artificial intelligence (AI) into numerical weather and climate prediction.

Other board changes included:

- Anusha Shah stepped down from the Board after serving two terms, having provided valuable input from her experience as a civil engineer of the impact of weather and climate on the built environment.
- Our DSIT representative Adam Jackson has taken up a new role in DSIT and has been replaced on an interim basis with Lindsay Jaimeson.
- At an Executive level, Tammy Lillie left the Met Office in 2025 and has been replaced as Chief People Officer and on the Board by Nicky Bevan.

Met Office Board business

During 2025/26, the Met Office Board held six regular Board meetings. A summary of each Board meeting is published on the Met Office website. Two meetings were held at our headquarters in Exeter. Board meetings are also an opportunity to build positive relationships with our key external stakeholders in government, our partners and our customers. Board meetings were held with the following organisations who generously hosted us and joined discussions with the Board:

- The UK Hydrographic Office in Taunton, where we were hosted by their Chief Executive, Vanessa Blake.
- UKRI in London. We were joined for a session by our key government stakeholders at DESNZ (Department for Energy Security and Net Zero) and also by Vice Admiral Duncan Potts, Chair of the PWSCG.
- Holborn. We were also joined for a session by our supercomputing partner, Microsoft.
- Ordnance Survey in Southampton, where we were hosted by their Chief Executive, Nick Bolton.

The Board held a dedicated strategy day in October. Following the launch of our refreshed 2025 – 2030 strategy, the Board devoted considerable time to ensuring that the strategy and associated organisational change landed effectively across the organisation. Progress will be closely monitored through clear longer term OKRs and annual KPIs. Board sessions therefore focused on:

- Our 'Simplification Programme', looking to streamline governance and decision making and simplify the organisation within the three Domain model we are adopting.
- Our 'Integrated Plan', charting the critical path to deliver our strategic objectives and the complex dependencies between them.
- Regular reviews of progress towards and achievement of our OKRs and KPIs, designed to deliver our three strategic themes - being customer driven, delivering purposeful data and intelligence and working with agility and innovation.

Part of the Board's role is to assess the risks the organisation faces and the actions being taken to mitigate them. As well as receiving reports on the corporate risk register, the Board had dedicated sessions, including at the Board strategy day, to consider the risks with the highest potential impact, many stemming from the rapid geopolitical and technological change we are currently seeing around the world. Particular focus was on:

- Increased geopolitical tensions and security risks.
- The rapid rate of development of AI and the potential market disruption this may cause.
- The importance of trust against a backdrop of increasing misinformation.

The Board receive comprehensive management information in the form of dashboards and financial reports,

allowing the Directors to monitor business performance effectively and objectively.

Regular reports at each meeting include:

- My Chief Executive's report, covering key operational achievements and issues as well as updates on KPIs and strategic progress.
- A financial update and report from the Chief Financial Officer.
- An update from our DSIT sponsorship team representative, ensuring we are informed about and aligned with government requirements and priorities.

Other topics addressed on a quarterly, half-yearly or annual basis include:

- The progress of our supercomputer programme.
- Reviews of the performance of our weather forecasting over the previous season.
- Reports from the Chief People Officer.
- A report from the Chair of the Met Office Science Advisory Group (MOSAC) alongside an update from the Chair of the Science Review & Advisory Group (SRAG).
- Reports on cyber security, on health and safety, on business continuity, on equality, diversity and inclusion (ED&I) and on net zero and sustainability.

In addition, a range of topics are tabled providing timely engagement and scrutiny of business cases and strategic initiatives to authorise investments and revenue in line with our framework document. This year they included:

- Our major new contract to provide weather forecasting services to NATO.
- Our groundbreaking partnership with the BBC.
- Our new partnership with Heathrow airport.
- Our core Public Weather Service.

Audit and Risk Assurance Committee (ARAC)

The Audit and Risk Assurance Committee support the Board and Accounting Officer in assuring that the organisation's risk management, control and governance systems are appropriately designed and effective. ARAC met four times during the year, receiving reports from management, risk owners, Internal Audit and the Corporate Risk Manager. The Committee reviewed the nature and status of key corporate risks, along with mitigating measures being implemented. Key risk areas were reviewed in detail to better understand the management of those risks, with particular attention given to service resilience and business continuity, health and safety, cyber security and artificial intelligence. ARAC reviewed the work of external audit, which was delivered by the National Audit Office through an outsourced arrangement with KPMG. The Internal Audit team reported their audit findings and assurance ratings, and progress of the implementation of management actions, to the Committee. The Chair of ARAC reported to the Met Office Board after each meeting.



Board and Committee attendance for the period 1 April 2025 to 31 March 2026[1]

Board or committee member	Dates served	Met Office Board	Audit and Risk Assurance Committee (ARAC)	Remuneration Committee (RemCom)	Security Issues Committee (SIC)
Total meetings during period		6	4	2	2
Non-Executive Directors					
Simon Thompson Chair		6/6	4/4	2/2	2/2
Adam Jackson DSIT Appointed Director	Until 1 Jan 2026	4/4	3/3	2/2	1/1
Lindsay Jamieson DSIT Appointed Director (Interim)	From 1 Jan 2026	2/2	1/1	-	1/1
Professor Alan Thorpe[2]	Until 31 Oct 2025	4/4	2/2	-	-
Dr Florence Rabier	From 5 Jan 2026	2/2	1/1	-	-
Lynn Mawdsley Chair of ARAC		5/6	4/4	2/2	2/2
Professor Jordan Giddings Chair of SIC		6/6	3/3	2/2	2/2
Anusha Shah	Until 31 Mar 2026	6/6	-	1/2	-
Catherine Bremner Chair of Remuneration Committee		6/6	-	2/2	2/2
Dr Andy Samuel		6/6	4/4	2/2	1/1
Executive Directors					
Professor Penelope Endersby Chief Executive		6/6	3/4	2/2	2/2
Nick Jobling Chief Financial Officer		6/6	4/4	-	-
Professor Stephen Belcher Chief Science and Technology Officer		5/6	-	-	-
Tammy Lillie Chief People Officer	Until 14 Nov 2025	3/3	-	2/2	-
Nicky Bevan Chief People Officer	From 17 Nov 2025	3/3	-	-	-
Simon Brown Services Director		6/6	-	-	-
Charlie Ewen Chief Data and Information Officer		6/6	-	-	-

1. The Met Office Board held 6 regular Board meetings during the year.
2. A Board strategy day was held on 15 October 2025.
3. Simon Thompson, Adam Jackson, Lindsay Jamieson, Penelope Endersby and Nick Jobling are not members of the Audit & Risk Assurance Committee (ARAC) but are regular attendees and are therefore included for completeness. Jordan Giddings has been invited to attend meetings when specialist cyber expertise has been required.
4. Penny Holt (Chief Financial Officer at the National Physical Laboratory) remained as a co-opted member of ARAC to continue the provision of additional financial expertise and attended 2 out of 3 meetings. Evan Haselwood (Director of Finance, UK Space Agency) was co-opted to replace her from 1 January 2026; and attended the November ARAC meeting as an observer.
5. The National Audit Office appointed agents are invited to attend ARAC meetings where applicable and have attended 4 of the meetings.
6. Lindsay Jamieson attended the Board Meeting as the DSIT representative on behalf of Adam Jackson in June 2025.
7. Tammy Lillie's employment ended on 14 November - Nicky Bevan was interim from 13 October 2025 and then permanent Chief People Officer from 17 November 2025.
8. Alan Thorpe's contract ended on 31 October 2025; he attended the November Board and ARAC meetings as an observer. He was replaced by Florence Rabier who was appointed on 5 January 2026.
9. Adam Jackson's role changed on 1 January 2026 and he has been replaced by Lindsay Jamieson on an interim basis.
10. Lisa Browne (Prospect Representative) attended 5 out of 6 Board meetings.
11. Anusha Shah's contract ended on 31 March 2026

Remuneration Committee (RemCom)

The role of the Remuneration Committee is to ensure that the Chief Executive's and senior management remuneration arrangements are appropriate and based upon achieving stretching objectives. It also approves the organisation-wide corporate performance scheme and provides advice on wider Met Office reward issues. The Committee had two regular meetings, to approve awards for 2024/25 and to set objectives for 2025/26. A further set of papers were reviewed ex-committee as the roles, responsibilities and objectives of the new Domain Managing Directors were developed as part of the implementation of the new strategy.

Security Issues Committee (SIC)

The Security Issues Committee met twice. It has oversight of those Met Office activities that operate at higher levels of security and help support government agencies with responsibility for national security. The Met Office's expertise in weather and climate change makes a highly valued contribution in supporting the government's security, defence and resilience work. The committee brings oversight and accountability to this work which continues to support the UK and its allies against a backdrop of heightened geopolitical tension and disruptive extreme weather events.

Evaluation of Board performance

With our new Board and ARAC Chairs having been in place for a little over a year, a periodic external evaluation of the Board's performance was conducted, in line with Government best practice. Board Intelligence were appointed to conduct the evaluation, attending the penultimate Board meeting and interviewing all the Directors.

The assessment indicated the Board was performing well overall. It was high trust, capable and mission driven. Culture was its standout strength: challenge was constructive, relationships respectful and Directors aligned around the long-term advancement of the Met Office. There was a robust and healthy relationship, with creative tension, between the Chief Executive and the Chair. The Chair was effective and inclusive, fostering strong conversations in an environment of trust and openness.

The following opportunities and recommendations from Board Intelligence were discussed to enhance further the effectiveness of the Board:

- Improving succession planning for critical leadership positions and the line of sight to developing talent in the organisation.
- Achieving an effective balance between 'strategy' and 'execution' discussions, following the launch of the 2025/2030 strategy the previous year.
- Engaging in fewer but more substantive discussions (in areas such as what to deprioritise to avoid 'initiative overload' and how to commercialise the Met Office's data and services given its role as an Arm's Length Body).
- Making Board papers more focused with clearer summaries; providing sharper definitions of the decisions the Board need to make. Considering potential new technology to present data effectively and support the Board.

Reviews of the Executive Board and its Committees are also conducted each year to assess their performance and effectiveness. Feedback is collated and actions for improvement identified.

Conflicts of interest

The Met Office maintains a public Register of Interests that details company directorships and other significant interests held by Board members which may conflict with their responsibilities. The register has been reviewed at every Met Office Board meeting. Where appropriate, conflicts of interest were declared during 2025/26 and, if there was any perceived conflict, the member in question was excluded from the relevant conversation and any decisions made on that subject. The register of significant interests is available to view on the Met Office's website. **www.metoffice.gov.uk/about-us/governance/non-executive-directors/conflicts-of-interest**

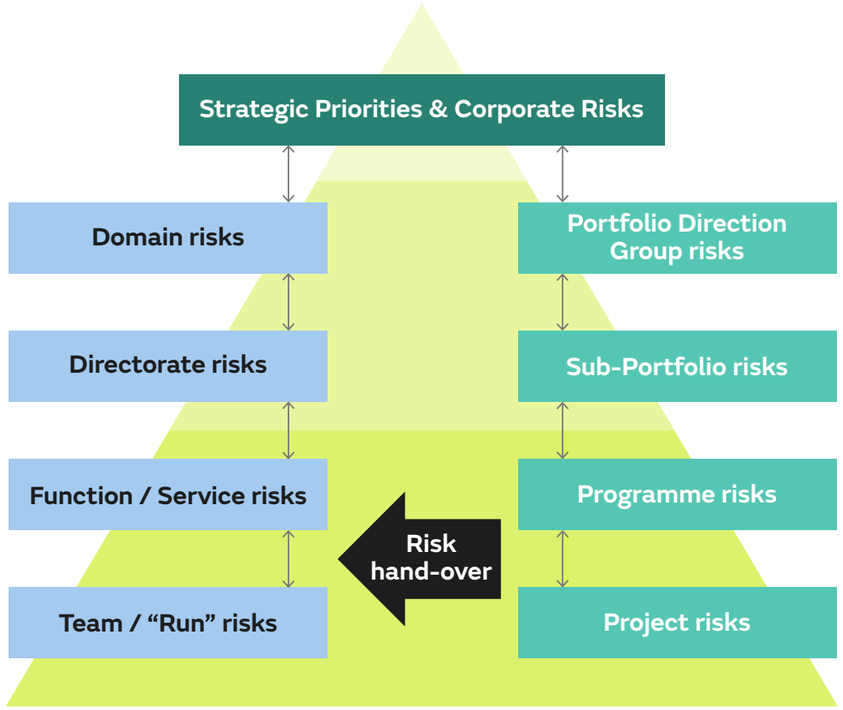
Risk management

We manage risks in order to facilitate the achievement of our strategic priorities, at all levels and across all areas of our change portfolio and business as usual activity. We have adopted an integrated risk management model, aligned to our organisational structure, to manage risks at the most appropriate level of ownership and oversight. Our approach will remain aligned to organisational structure as this changes, and evolving governance arrangements.

Our Integrated Risk Management Model

Risks are captured on risk registers at each level of the risk hierarchy. Our Enterprise Risk Management policy is both a statement of intent and defines accountability and responsibility for managing risk, enabling consistency and compliance across the Met Office.

Our Enterprise Risk Management policy applies a four lines of assurance approach to the governance of risk, placing 1st and 2nd line risk control and assurance, at the heart of the integrated model.



Risk management lines of assurance

Ownership	Oversight and challenge	Assurance (internal)	Assurance (external)
1st Line: Identifying, assessing and responding to risks	2nd Line: Oversight of corporate and aggregated risk reporting and assurance assessments.	3rd Line	4th Line
Executive Directors, Associate Directors, Capability Owners, Programme and Project Managers.	Executive Board (reporting assurances to Met Office Board and ARAC stakeholders) and Risk Management subject matter experts in Governance and Programmes. Compliance & Resilience Committee oversight in scope corporate risks.	Internal audit	External Assessors (ISO) External Auditors (National Audit Office)

Our Corporate Risk and Portfolio Office risk teams act as a functional community of risk professionals. They jointly own and maintain a supportive Risk Management Framework and generic risk toolkit that can be accessed by all and applied across the business. In addition, the risk teams work together to deliver in-house risk management training to strengthen risk practice and promote positive risk values, reaching 151 employees since July 2024.

Orange Book Comply or Explain

We have assessed our risk management approach against the government's Orange Book Management of Risk principles, **www.gov.uk/government/publications/orange-book** , applying the most recent version of HMT's Controls Assurance assessment tool and "Profession Adopted" HMRC Maturity assessment levels 1 to 5. In doing so, we have assessed our overall maturity rating as Level 3, Defined. This is consistent with the overall conclusion of an Internal Audit follow up report and Moderate assurance opinion that recognised risk improvement plan actions delivered during the year under the Integrated Risk Management model. To sustain these improvements, risk management 1st and 2nd line accountabilities will transition to the new Governance Framework from 1 April 2026.

- We can confirm and evidence our risk management practices complies with the Orange Book Principle A Leadership & Governance, Principle D Risk Management Process and Principle E Continuous Improvement: We have a complete and unified suite of risk management policy and processes that encompass our risk management approach, a standard methodology, guidance and practical training accessible to all our people with risk management responsibilities.
- We understand well the nature and extent of our principal risks. Our process for managing, reporting and monitoring these risks is thorough, risk owner led and includes risk deep dives.
- The Executive collectively consider our strategic and corporate risk landscape and risk experience, identifying new and emerging risks, critical risk themes across government and trends that influence how we respond to changes in our risk exposure.
- We have improved risk information for monitoring and reporting purposes. We launched and continue to build new Enterprise risk management information dashboards and a dedicated risk management information SharePoint site to improve access and visibility to corporate and sub corporate risks.
- We continue to evolve risk management roles and responsibilities to stay aligned with organisational structure and accountabilities.

We partially comply with Principle B Integration and Principle C Collaboration and Information. These are areas where our **risk maturity is either developing or variable. Actions on our risk improvement plan cover:**

- **Risk Culture and Behaviours:** Continuing to grow levels of engagement with all our people who have risk management responsibilities through regular risk Special Interest Group forums and topic-based discussions, upgrades to risk tooling and an improved self-service offer that empower risk owners and decision makers to form balanced risk positions. Our risk management training offer also needs to continue to evolve to deliver specialist risk support, as well as baseline generic risk learning.
- **Integration and Collaboration:** Corporate risks link to Strategy Outcomes and Key Results, however our Domain, Capability and Delivery level risks also need to link to Strategy delivery to feed risk information for decision making and assurance processes at Board, Executive and Domain level.
- **Lines of Assurance:** Applying the Orange Book Risk and Control Framework to assist with mapping key control assurances to our principal risks. In doing so, understanding better our current risk management capability against our risk management improvement roadmap and assurance needs.

Standard Number	Standard Name	Mandatory Compliance Status
GovS_001	Government Functions	
GovS_002	Project Delivery	
GovS_003	Human Resources	
GovS_004	Property	
GovS_005	Digital	
GovS_006	Finance	
GovS_007	Security	
GovS_008	Commercial	
GovS_009	Internal Audit	
GovS_010	Analysis	
GovS_011	Communications	
GovS_013	Counter Fraud	
GovS_014	Debt	
GovS_015	Grants	

Mainly compliant but no plan in place to fill gaps

Substantially compliant and/or plans in place to fill gaps

Fully compliant with all mandatory elements

Other control and governance structures

Functional Standards

UK Government Functional Standards issued by the Cabinet Office set expectations for the management of functional work and the functioning model across government. During 2025-26 the Met Office continued to monitor compliance through assessments against a range of Functional Standards. Actions delivered during the year have improved compliance with the Standards. However, enhanced requirements in revised versions of the Standards have created new areas for compliance which are the focus of plans currently being delivered.

(Left) A heatmap of the current compliance against the Standards is provided below for information. The compliance assessments referenced in this report have been completed by the relevant functional leaders across the Met Office.

Information/cyber security

Cyber security is a critical organisational focus, committed to maintaining resilience against evolving threats. Responding to increasing and compound threats and aligned to Government Standard 007, the Met Office are moving towards a holistic Security model (cyber, physical, personnel) as part of wider Simplification.

Research ethics and integrity

As recommended by the Government Chief Scientific Advisor, the Met Office adheres to the UK Concordat to Support Research Integrity, and our annual statement of compliance is published on our website. The Concordat is also available via the Government Office for Science (GO-Science), supporting consistent implementation across government.

This commitment underpins our promotion of best practice and the highest standards of research, helping to ensure that the Met Office continues to retain the trust of the public, the partners we collaborate with, and other key stakeholders.

In early 2025, the Met Office Research Integrity Policy was formally approved by the Executive Board, supported by a full Equality Impact Assessment. This marked a significant milestone in formalising expectations and standards, and in embedding research integrity systematically across the organisation. Awareness and understanding have been strengthened ensuring that research integrity is not only a compliance requirement but a core cultural norm.

We recognise that maintaining research integrity requires continual attention and improvement. As part of this commitment, we will continue to strengthen alignment between the Research Integrity Policy and awareness and training across the organisation. We also continue to upskill staff to support consistent understanding and best practice, drawing on a growing repository of training materials and best practice advice, and providing additional targeted training for relevant teams, including to support annual reporting requirements.

We anticipate that research security will be a growing area for development and are well engaged with wider research security initiatives within government, universities and other research institutes to inform our ongoing position.

This ongoing programme of work ensures that Met Office research is conducted ethically, transparently and with due respect for intellectual property, safeguarding the integrity of our science in an increasingly complex and challenging global environment.

Counter fraud

We continue to strive to improve proportionately our counter fraud measures and to remain compliant with all mandatory requirements. We remain compliant with the mandatory elements of the GovS013 Counter Fraud functional standard. To evidence compliance we use the Cabinet Office ‘Counter Fraud Annual Assurance Checklist’. Improved counter fraud and anti-bribery training on the Government Campus website is now embedded, and new joiners receive this as part of their induction training. All staff are encouraged to refresh their knowledge regularly. We have published news items on our Intranet aimed at reinforcing fraud and bribery awareness with the aim of mobilising the integrity of the many to deter the fraudulent few, including fraud-related communications to contribute to International Fraud Awareness Week 2025.

Business-critical models

The Met Office strives to deliver and share “trusted weather and climate intelligence” with all our customers and partners. That trust relies upon our business-critical models following appropriate best practice in applied quality assurance and analysis - in line with the updated (2025) HM Treasury Aqua Book.

During 2025 the Met Office successfully redeployed its business-critical workflows onto a new supercomputer and supporting infrastructure hosted in Azure. Early 2026 has seen a successful major science package upgrade to both our global and regional prediction models where objective data quality analysis, verification and validation, highlight impactful model improvements.

Throughout all science model development, from test driven development of new codes through to validation of the modelling prediction system outputs, we ensure our models

and codes are effective, efficient, and safe to deploy; to preserve operational resilience and trust in our outputs.

The growth and advancement of artificial intelligence/machine learning (AI/ML) is altering the way we consider activities at the Met Office too. The future of weather and climate modelling expected to become a blend of AI/ML and physics-based modelling underpinned by our core Momentum modelling suite. Maintaining 'trust' in our future products and services based upon a 'blend', will require appropriate continual improvement of our quality analysis and assurance processes too.

Governance of data, knowledge and information assets

Governance and policy making for data, information and knowledge assets is managed under delegated authority from the Executive Board by the Chief Data and Information Officer (CDIO) who is also the Senior Information Risk Owner (SIRO). The CDIO is also the Executive Lead for Data, with overall accountability for the organisation's data and information assets, including its environmental data.

The Heads of Knowledge and Information Management (KIM) and of Data have responsibility for setting the direction, defining principles and implementing policies and processes in relation to knowledge, information and environmental data management. These roles support the Information Asset Owners (IAOs) who collectively have accountability to ensure data and information across all domains is fit for purpose, and used, shared and managed in accordance with its risk and criticality to the delivery of Met Office business objectives. Information Asset Guardians (IAGs) provide subject matter expertise and support the IAOs in discharging their responsibilities.

Monitoring governance performance and effectiveness

Head of Internal Audit's annual opinion

The Head of Internal Audit has given Moderate Assurance over the adequacy and effectiveness of the Met Office's systems of governance, risk management and internal control. The moderate assurance rating is stronger than the prior year, following a significant improvement in risk management, the same level of low assurance rated audit reports and a significant decrease in higher tariff findings, impacting upon governance, risk management and internal control. Management Actions are in place to address issues found, which are tracked by the internal audit team.

The opinion is based upon all the internal audit work performed (assurance and advisory), engagement with other assurance providers such as the National Audit Office (NAO) and KPMG, Lloyd's Register Quality Assurance (LRQA) reviews of International Organisation for Standardisation (ISO) compliance, information from the Executive Board and supporting Committees, the Corporate Risk Manager and staff in general. The opinion considers new findings as well as action taken by Management over the last year to address issues.

The Directors' annual statements, which provide director personal assurances on the operation of controls in their areas of responsibility, continue to evolve and align to the Risk and Control framework, which forms part of the Orange Book. The Directors' questionnaires create a clear line of sight between Accounting Officer responsibilities, set out in multiple handbooks, and individual Director accountabilities.

Annual functional standard assessments have been rolled into the usual governance mechanisms for the Met Office and good progress has been made in ensuring compliance.

Internal audit assessed the systems of governance, risk and control through a planned programme of assurance generating work throughout the year. All audits are risk based and the annual opinion draws attention to themes arising from the results. This year's theme relates to management information.

Accounting Officer review

I have based my opinion of our system of governance, risk management and internal control on a number of lines of evidence. These include the Internal Audit annual opinion, findings of external audits including the National Audit Office and LRQA ISO9001 and ISO14001 surveillance audits during the year, Directors' annual assurance statements, the view of our Audit and Risk Assurance Committee and routine monitoring of performance and control systems through our Executive Board's oversight of Directorate and Corporate KPIs.

I agree with the Head of Internal Audit's opinion that we have moderate control overall and I am pleased to see an improved rating from last year. There are actions underway to address all improvement areas raised and address areas where the directorate assurance reports reflect moderate concerns.

Significant governance and control issues

No governance or internal control issues have been identified during the year that are considered to be material in relation to the Met Office's overall governance framework. Specific opportunities for improvement identified as part of the assurance processes detailed above have been addressed or are included in action plans for the relevant manager.

Accounting Officer's conclusion

Taking into consideration all of the evidence provided with regards to the production of the Annual Governance Statement, I conclude that the organisation's overall governance, risk management and internal control structures are effective.

Professor Penelope Endersby
Chief Executive
21 October 2026



Remuneration and staff report

Remuneration report

Remuneration policy

The remuneration of those who serve on the Met Office Board is disclosed within this report.

The following Executive members of the Met Office Board were members of the Senior Civil Service:

- **Professor Penelope Endersby, Chief Executive**

The following Met Office Board members are also members of the Executive Board and are Met Office employees:

- **Nick Jobling, Chief Financial Officer**
- **Professor Stephen Belcher, Chief of Science and Technology**
- **Simon Brown, Services Director**
- **Charlie Ewen, Director of Technology**
- **Tammy Lillie, Chief People Officer (until 14 November 2025)**
- **Nicky Bevan, Chief People Officer (from 17 November 2025)**

The Constitutional Reform and Governance Act 2010 requires civil service appointments to be made on merit on the basis of fair and open competition. The Recruitment Principles published by the Civil Service Commission specify the circumstances when appointments may be made otherwise. Unless otherwise stated, the officials covered by this report hold appointments which are open ended. Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme. Further information about the work of the Civil Service Commissioners can be found at **http://civilservicecommission.independent.gov.uk**.

Total remuneration includes salary, non-consolidated performance-related pay, benefits-in-kind and severance payments. It does not include employer pension contributions and the Cash Equivalent Transfer Value (CETV) of pensions.

Remuneration (audited)

	2025/26					2024/25				
	Salary	Other taxable allowances	Performance - related pay	Pension benefits [1]	Total	Salary	Other taxable allowances	Performance - related pay	Pension benefits [1]	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Penny Endersby	150-155	5-10	5-10	56	**225-230**	145-150	0-5	20-25	106	**275-280**
Nick Jobling	140-145	-	10-15	82	**235-240**	125-130	-	15-20	86	**225-230**
Stephen Belcher	160-165	-	5-10	67	**230-235**	155-160	-	15-20	56	**225-230**
Tammy Lillie (Until 14 Nov 2025)	65-70 (110-115 full year equivalent)	-	5-10	27	**100-105 (135-140 full year equivalent)**	105-110	-	10-15	42	**160-165**
Simon Brown	120-125	-	10-15	47	**185-190**	105-110	-	15-20	42	**170-175**
Charlie Ewen	120-125	-	10-15	48	**185-190**	120-125	-	15-20	47	**180-185**
Nicky Bevan (From 21 Nov 2025)	45-50 (105-110 full year equivalent)	-	5-10	47	**100-105 (155-160 full year equivalent)**	-	-	-	-	**-**

1. The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase of any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation or any increases or decreases due to a transfer of pension rights.
2. P Endersby's performance related pay is set under Senior Civil Service arrangements. Amounts reported in 2025/26 were earned in 2024/25 and paid in 2025/26.

Salary includes gross salary, overtime, non-consolidated pay, recruitment and retention allowances. Performance-related payments reflect performance levels attained as assessed during the appraisal process.

Payments are non-consolidated and non-pensionable and represent part of Executive remuneration, which is at risk and must be re-earned each year. Amounts shown opposite relate to the performance attained in the relevant year and are paid in the following year.

Fair pay disclosures (audited)

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the lower quartile, median and upper quartile remuneration of the organisation's workforce.

	2025/26	2024/25
25th percentile pay ratio	4.4	4.6
Median pay ratio	3.6	3.7
75th percentile pay ratio	2.9	3.0

	2025/26		2024/25	
	Total remuneration	Salary and allowances excluding performance related pay	Total remuneration	Salary and allowances excluding performance related pay
	£'000	£'000	£'000	£'000
Highest paid Director (banded)	170-175	160-165	170-175	155-160
75th percentile employee	59	56	57	54
Median employee	48	45	46	43
25th percentile employee	39	36	37	35

	Highest paid director (banded)	Average for other employees
2025/26		
Salary and allowances (£'000)	160-165	46
% change	3.2%	3.8%
Performance related pay (£'000)	10-15	4
% change	-28.6%	18.0%
2024/25		
Salary and allowances (£'000)	155-160	44
Performance related pay (£'000)	15-20	3

Total remuneration includes salary, non-consolidated performance-related pay and benefits-in-kind. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions. The above disclosures do not take account of amounts paid to contractors as it is not possible to distinguish the amount received by individuals from the cost to the Met Office.

No employees received remuneration in excess of the highest-paid director in either 2025/26 or 2024/25. The lowest staff remuneration in 2025/26 was £23,000 (2024/25: £22,000).

Pension entitlements for each Director (audited)

	Accrued pension at pension age as at 31 March 2026 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 31 March 2026	CETV at 31 March 2025	Real increase in CETV
	£'000	**£'000**	**£'000**	**£'000**	**£'000**
Penelope Endersby	70-75 plus a lump sum of 180-185	2.5-5 plus a lump sum of 0	1,676	1,546	39
Nick Jobling	50-55	2.5-5	1,112	1,016	73
Stephen Belcher	50-55	2.5-5	893	798	53
Tammy Lillie	10-15	0-2.5	194	172	17
Simon Brown	10-15	2.5-5	186	146	27
Charlie Ewen	40-45	2.5-5	782	714	38
Nicky Bevan	35-40 plus a lump sum of 95-100	0-2.5 plus a lump sum of 2.5-5	872	798	44

1. Comparatives for pension disclosures are not consistent with the figures reported in the prior year. This is due to the availability in 2025/26 of more up to date data relevant to the calculation of the prior year benefits.

Civil service pensions

Pension benefits are provided through the Civil Service pension arrangements. From 1 April 2015 a new pension scheme for civil servants was introduced – the Civil Servants and Others Pension Scheme or alpha, which provides benefits on a career average basis with a normal pension age equal to the member's State Pension Age (or 65 if higher). From that date all newly appointed civil servants and the majority of those already in service joined alpha. Prior to that date, civil servants participated in the Principal Civil Service Pension Scheme (PCSPS). The PCSPS has four sections: three providing benefits on a final salary basis (classic, premium or classic plus) with a normal pension age of 60; and one providing benefits on a whole career basis (nuvos) with a normal pension age of 65. These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, classic plus, nuvos and alpha are increased annually in line with Pensions Increase legislation.

Existing members of the PCSPS who were within 10 years of their normal pension age on 1 April 2012 remained in the PCSPS after 1 April 2015.

Those who were between 10 years and 13 years and 5 months from their normal pension age on 1 April 2012 switched into alpha sometime between 1 June 2015 and 1 February 2022.

Because the government plans to remove discrimination identified by the courts in the way that the 2015 pension reforms were introduced for some members, it is expected that, in due course, eligible members with relevant service between 1 April 2015 and 31 March 2022 may be entitled to different pension benefits in relation to that period (and this may affect the Cash Equivalent Transfer Values shown in this report – see below).

All members who switch to alpha have their PCSPS benefits 'banked', with those with earlier benefits in one of the final salary sections of the PCSPS having those benefits based on their final salary when they leave alpha. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate.

Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their benefits in the two schemes.) Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a defined contribution (money purchase) pension with an employer contribution (partnership pension account).

Employee contributions are salary-related and range between 4.6% and 8.05% for members of classic, premium, classic plus, nuvos and alpha. Benefits in classic accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years initial pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum. Classic plus is essentially a hybrid with benefits for service before 1 October 2002 calculated broadly as per classic and benefits for service from October 2002 worked out as in premium. In nuvos a member builds up a pension based on his pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member's earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is uprated in line with Pensions Increase legislation. Benefits in alpha build up in a similar way to nuvos, except that the accrual rate is 2.32%. In all cases members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004.

The partnership pension account is an occupational defined contribution pension arrangement which is part of the Legal & General Mastertrust. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member).

The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement). The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of classic, premium and classic plus, 65 for members of nuvos, and the higher of 65 or State Pension Age for members of alpha.

(The pension figures quoted for officials show pension earned in PCSPS or alpha –as appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their benefits in the two schemes but note that part of that pension may be payable from different ages).

Further details about the Civil Service pension arrangements can be found at the website **www.civilservicepensionscheme.org.uk**.

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The figures include the value of any pension benefit in another scheme or arrangement which the member has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own cost. CETVs are worked out in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

The real increase in CETV, reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.



Staff report

Staff numbers as at 31 March 2026 (audited - totals only)

	Full time equivalents			
	Male	**Female**	**31 March 2026**	**31 March 2025**
Directors	8	3	10	10
Other permanent staff	1,407	988	2,396	2,347
Met Office employees total	1,415	991	2,406	2,357
Temporary/agency staff			114	116
Total			**2,520**	**2,473**

Staff costs (audited)

	2025/26	**2024/25**
	£ '000	**£ '000**
Salaries, performance-related pay and allowances	118,044	113,212
Social security	15,576	13,576
Pension contributions	30,385	28,860
Early retirement and exit costs	31	530
Temporary/agency labour costs	16,668	13,745
Total staff costs	**180,704**	**169,923**

Sickness and absence data

In 2025/26 the average working days lost per person was 6.7 (2024/25 5.1).

Consultancy expenditure

In 2025/26 the Met Office had expenditure of £75,000 (2024/25 - £257,000).

Staff turnover

In 2025/26 the Met Office had a staff turnover rate of 5.7%. Staff turnover is calculated as the number of leavers within the financial year divided by the average of staff in post during the financial year.

Staff policies for disabled persons

Applications for employment: The Met Office is accredited under the Disability Confident Employer scheme. We are also members of Business Disability Forum, which gives us access to disability inclusion advice and support, participation in networks fostering collaboration and knowledge sharing and access to the Knowledge Hub. This reflects our commitment to encouraging disabled candidates to apply for roles. The scheme provides assurance that candidates who meet the minimum criteria will be given the opportunity to demonstrate their abilities at interview. We also provide interview questions in advance to all candidates and for candidates who require reasonable adjustments, we work with them to ensure adjustments are put in place during the interview process to remove unfair disadvantages.

Continuing employment: For staff who are disabled or who have long-term conditions, the Met Office carries out assessments and provides appropriate equipment and training. Where possible, accessible working environments are incorporated into design and refurbishment requirements. Disability leave, a form of special leave, is also available to support staff whose absence is directly related to their disability rather than sickness. This absence does not count towards sickness review points or sick pay calculations. Workplace adjustment passports are also available to record agreed reasonable adjustments between employees and managers, helping ensure these remain in place and are kept up to date when roles change or conditions fluctuate.

Training, career development and promotion: The Met Office ensures that the offer of reasonable adjustments is actively communicated and delivered at the appropriate time.

Off-payroll engagements

No of existing engagements as of 31 March 2026, for more than £245 per day and that last for longer than six months.	**163**
Of which...	
Number that have existed for less than one year at time of reporting.	68
Number that have existed for between one and two years at time of reporting.	70
Number that have existed for between two and three years at time of reporting.	11
Number that have existed for between three and four years at time of reporting.	11
Number that have existed for four or more years at time of reporting.	3

New off-payroll engagements, or those that reached six months in duration, between 1 April 2025 and 31 March 2026, for more than £245 per day and that last for longer than six months.	**91**
Of which...	
Number assessed as in scope of IR35.	90
Number assessed as out of scope of IR35.	1
Number engaged directly (via Personal Service Companies contracted to DSIT) and are on the Met Office payroll.	-
Number of engagements reassessed for consistency/assurance purposes during the year.	n/a
Number of engagements that saw a change to IR35 status following the consistency review.	n/a

Number of off-payroll engagements of board members, and/or, senior officials with significant financial responsibility, between 1 April 2025 and 31 March 2026.	-
Total number of individuals on payroll and off-payroll that have been deemed 'board members, and/or, senior officials with significant financial responsibility', during the financial year.	10

Fees paid to Non-Executive directors (audited)

	2025/26	2024/25
	£'000	£'000
Simon Thompson (From 29 November 2024)	35-40	10-15 (35-40 full year equivalent)
Lynn Mawdsley	25-30	10-15 (25-30 full year equivalent)
Professor Alan Thorpe (Until 31/10/2025)	5-10 (15-20 full year equivalent)	15-20
Professor Jordan Giddings	15-20	15-20
Anusha Shah	15-20	15-20
Catherine Bremner	15-20	15-20
Dr Andy Samuel	15-20	15-20
Florence Rabier (From 5 Janauary 2026)	0-5 (15-20 full year equivalent)	-
Rob Woodward (Until 30 November 2024)	-	20-25 (35-40 full year equivalent)
Hunada Nouss (Until 30 September 2024)	-	5-10 (15-20 full year equivalent)

Exit packages (audited)

Exit package cost band	Number of compulsory redundancies		Number of other departures agreed		Total number of exit packages by cost band	
	2025/26	2024/25	2025/26	2024/25	2025/26	2024/25
£0 - £25,000	0	0	2	0	2	0
£25,000 - £50,000	0	0	4	2	4	2
£50,000 - £100,000	0	0	5	4	5	4
£100,000 - £150,000	0	0	0	0	0	0
£150,000 - £200,000	0	0	0	0	0	0
Total number of exit packages by type	**0**	**0**	**11**	**6**	**11**	**6**
Total cost £'000	-	0	508	311	508	311

Parliamentary accountability and audit report

Remote contingent liabilities (audited)

The Met Office owns a 5% share of Mercator Ocean at a cost of €100,000. Mercator Ocean is the coordinating entity for Copernicus Marine Services, in which the Met Office participates.

The organisation is a 'société civile' (a not-for-profit organisation) under French law, meaning it has unlimited liability. As a shareholder the Met Office is exposed to liability risk in proportion to the shareholding. The organisation protects its shareholders through contractual mechanisms and through insurance. Also, any residual claim would first be met from the assets of the organisation. Any contingent liability is considered to be extremely remote. In addition, any contingent liability will cease to exist should the Met Office dispose of the shares, which it is able to do with six months' notice.

Gifts, losses and special payments (audited)

During 2025/26 and 2024/25 the Met Office made no reportable gifts and incurred no reportable losses.

Functional Standards

Actions delivered during the year have improved compliance with the Functional Standards issued by the Cabinet Office. However, enhanced requirements in revised versions of the Standards have created new areas for compliance which are the focus of plans currently being delivered.



Professor Penelope Endersby
Chief Executive
21 October 2026

The Certificate and Report of the Comptroller and Auditor General to the Houses of Parliament

Opinion on financial statements

I certify that I have audited the financial statements of the Met Office for the year ended 31 March 2026 under the Government Trading Funds Act 1973.

The financial statements comprise the Met Office's:

- Statement of Financial Position as at 31 March 2026;
- Statement of Comprehensive Income, Statement of Cash Flows and Statement of Changes in Taxpayers' Equity for the year then ended; and
- the related notes including the significant accounting policies.

The financial reporting framework that has been applied in the preparation of the financial statements is applicable law and UK adopted international accounting standards.

In my opinion, the financial statements:

- give a true and fair view of the state of the Met Office's affairs as at 31 March 2026 and its retained profit for the year then ended; and
- have been properly prepared in accordance with the Government Trading Funds Act 1973 and HM Treasury directions issued thereunder.

Opinion on regularity

In my opinion, in all material respects, the income and expenditure recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Basis of opinions

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs UK), applicable law and Practice Note 10 Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom (2024). My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my certificate.

Those standards require me and my staff to comply with the Financial Reporting Council's Revised Ethical Standard 2024. I am independent of the Met Office in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that the Met Office's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Met Office'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.

My responsibilities and the responsibilities of the Accounting Officer with respect to going concern are described in the relevant sections of this certificate.

The going concern basis of accounting for the Met Office is adopted in consideration of the requirements set out in HM Treasury's Government Financial Reporting Manual, which requires entities to adopt the going concern basis of accounting in the preparation of the financial statements where it is anticipated that the services which they provide will continue into the future.

Other information

The other information comprises information included in the Performance Report and the Accountability Report but does not include the financial statements and my auditor's certificate and report thereon. The Accounting Officer is responsible for the other information.

My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my certificate, I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

In my opinion the part of the Remuneration and Staff Report to be audited has been properly prepared in accordance with HM Treasury directions issued under the Government Trading Funds Act 1973.

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

- the parts of the Accountability Report subject to audit have been properly prepared in accordance with HM Treasury directions issued under the Government Trading Funds Act 1973;
- the information given in the Performance and Accountability Reports for the financial year for which the financial statements are prepared is consistent with the financial statements and is in accordance with the applicable legal requirements.

Matters on which I report by exception

In the light of the knowledge and understanding of the Met Office and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance and Accountability Report.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept by the Met Office or returns adequate for my audit have not been received from branches not visited by my staff; or
- I have not received all of the information and explanations I require for my audit; or
- the financial statements and the parts of the Accountability Report subject to audit are not in agreement with the accounting records and returns; or
- certain disclosures of remuneration specified by HM Treasury's Government Financial Reporting Manual have not been made or parts of the Remuneration and Staff Report to be audited is not in agreement with the accounting records and returns; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

Responsibilities of the Accounting Officer for the financial statements

As explained more fully in the Statement of the Met Office and Accounting Officer's Responsibilities, the Accounting Officer is responsible for:

- maintaining proper accounting records;
- providing the C&AG with access to all information of which management is aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
- providing the C&AG with additional information and explanations needed for his audit;
- providing the C&AG with unrestricted access to persons within the Met Office from whom the auditor determines it necessary to obtain audit evidence;
- ensuring such internal controls are in place as deemed necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error;
- preparing financial statements which give a true and fair view and are in accordance with HM Treasury directions issued under the Government Trading Funds Act 1973;
- preparing the annual report, which includes the Remuneration and Staff Report, in accordance with HM Treasury directions issued under the Government Trading Funds Act 1973; and
- assessing the Met Office'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 Accounting Officer anticipates that the services provided by the Met Office will not continue to be provided in the future.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit, certify and report on the financial statements in accordance with the Government Trading Funds Act 1973.

My 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 a certificate that includes my 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.

Extent to which the audit was considered capable of detecting non-compliance with laws and regulations, including fraud

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulations, including fraud. The extent to which my procedures are capable of detecting non-compliance with laws and regulations, including fraud is detailed below.

Identifying and assessing potential risks related to non-compliance with laws and regulations, including fraud

In identifying and assessing risks of material misstatement in respect

of non-compliance with laws and regulations, including fraud, I:

- considered the nature of the sector, control environment and operational performance including the design of the Met Office's accounting policies.
- inquired of management, Met Office's head of internal audit and those charged with governance, including obtaining and reviewing supporting documentation relating to the Met Office's policies and procedures on:
  - identifying, evaluating and complying with laws and regulations;
  - detecting and responding to the risks of fraud; and
  - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including the Met Office's controls relating to the Met Office's compliance with the Government Trading Funds Act 1973, Managing Public Money and the Meteorological Office Trading Fund Order 1996.
- inquired of management, the Met Office's head of internal audit and those charged with governance whether:
  - they were aware of any instances of non-compliance with laws and regulations; and
  - they had knowledge of any actual, suspected, or alleged fraud.
- discussed with the engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, I considered the opportunities and incentives that may exist within the Met Office for fraud and identified the greatest potential for fraud in the following areas: revenue recognition, posting of unusual journals, complex transactions and bias in management estimates. In common with all audits under ISAs (UK), I am required to perform specific procedures to respond to the risk of management override.

I obtained an understanding of the Met Office's framework of authority and other legal and regulatory frameworks in which the Met Office operates. I focused on those laws and regulations that had a direct effect on material amounts and disclosures in the financial statements or that had a fundamental effect on the operations of the Met Office. The key laws and regulations I considered in this context included Government Trading Funds Act 1973, Managing Public Money, the Meteorological Office Trading Fund Order 1996, and relevant employment law and tax legislation.

Audit response to identified risk

To respond to the identified risks resulting from the above procedures:

- I reviewed the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described above as having direct effect on the financial statements;
- I enquired of management, the Audit and Risk Assurance Committee and in-house legal counsel concerning actual and potential litigation and claims;
- I reviewed minutes of meetings of those charged with governance and the Board; and internal audit reports; and
- I addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and other adjustments; assessing whether the judgements on estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

I communicated relevant identified laws and regulations and potential risks of fraud to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: **www.frc.org.uk/auditorsresponsibilities**. This description forms part of my certificate.

Other auditor's responsibilities

I am required to obtain sufficient appropriate audit evidence to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control I identify during my audit.

Report

I have no observations to make on these financial statements.

Gareth Davies
Comptroller and Auditor General
National Audit Office
157-197 Buckingham Palace Road
Victoria
London
SW1W 9SP

26 October 2026



Accounts

Statement of comprehensive income for the year ended 31 March 2026

	Notes	2025/26 £ '000	2024/25 £ '000
Revenue	2	332,858	297,946
Operating costs	3	(316,006)	(284,001)
Operating profit		**16,852**	**13,945**
Finance income	4	3,280	2,400
Finance expense	5	(7,894)	(6,225)
Net finance expense		**(4,614)**	**(3,825)**
Profit for the financial year		**12,238**	**10,120**
Dividend payable to Department for Science, Innovation and Technology	11	(8,500)	(8,500)
Retained profit for the year		**3,738**	**1,620**
Other comprehensive income / (expenditure):			
Net gain on revaluation of property, plant and equipment		(10,275)	3,302
Net gain on revaluation of intangible assets		-	42,574
Revaluation reserve realised on impairment of non-current assets		-	(17)
Net gain / (loss) on cash flow hedges	14	2,799	133
Other comprehensive income		**(7,476)**	**45,992**
Total comprehensive income for the year		**(3,738)**	**47,612**

The notes on pages 136-155 form part of these accounts.

Statement of financial position as at 31 March 2026

	Notes	31 March 2026 £ '000	31 March 2026 £ '000	31 March 2025 £ '000	31 March 2025 £ '000
Non-current assets					
Property, plant and equipment	6	117,730			132,698
Intangible assets	7	498,200			477,881
Trade and other receivables	9	33,780			35,767
Derivative financial assets	14	310			34
Other financial assets	21	91			91
Total non-current assets			650,111		646,471
Current assets					
Assets held for sale		1,150		1,150	
Inventories	8	1,271		1,218	
Trade and other receivables	9	65,139		102,361	
Derivative financial assets	14	581		26	
Cash and cash equivalents	10	71,679		10,757	
Total current assets			139,820		115,512
Total assets			**789,931**		**761,983**
Current liabilities					
Trade and other payables	11	(159,525)		(137,845)	
Borrowings	13	(40,377)		(35,770)	
Lease liabilities	18	(422)		(15)	
Derivative financial liabilities	14	(59)		(1,872)	
Provisions for liabilities and charges	15	(1,443)		(978)	
Total current liabilities			**(201,826)**		**(176,480)**
Non-current assets plus net current assets			**588,105**		**585,503**
Non-current liabilities					
Trade and other payables	11	(36,546)		(46,482)	
Borrowings	13	(205,346)		(188,073)	
Lease liabilities	18	(1,754)		(2,219)	
Derivative financial liabilities	14	-		(134)	
Provisions for liabilities and charges	15	(1,686)		(2,082)	
Total non-current liabilities			**(245,332)**		**(238,991)**
Assets less liabilities			**342,773**		**346,511**
Capital and reserves					
Public dividend capital			58,867		58,867
Revaluation reserve			46,683		100,767
General reserve			236,390		188,824
Hedging reserve			833		(1,947)
Total government funds			**342,773**		**346,511**

The notes on pages 136-155 form part of these accounts.

Professor Penelope Endersby
Chief Executive
21 October 2026

Statement of cash flows for the year ended 31 March 2026

	Notes	2025/26 £ '000	2024/25 £ '000
Cash flows from operating activities			
Operating profit		16,852	13,945
Adjustments for non-cash transactions:			
Depreciation charges (net of capital grants)	3, 6	10,968	10,573
Loss / (gain) on property plant and equipment	3	(25)	82
Amortisation	3, 7	30,125	16,841
Deferred grants released		(109,480)	(55,191)
Operating grants received	12	96,773	100,218
Decrease / (increase) in inventories		(53)	405
(Increase) / decrease in trade and other receivables		38,951	(90,871)
(Decrease) / increase in trade and other payables		24,450	67,233
(Decrease) / increase in provisions for liabilities and charges		(65)	165
Net cash inflow from operating activities		**108,498**	**63,400**
Cash flows from investing activities			
Payments to acquire satellite data		(50,420)	(47,209)
Payments to acquire property, plant and equipment		(5,939)	(7,024)
Government grants received	12	-	-
Proceeds from sale of property, plant and equipment		25	-
Payments to acquire intangible assets (excluding satellite data)		(23)	(97)
Payments to acquire other financial assets		-	-
Interest received		3,280	2,400
Net cash outflow from investing activities		**(53,077)**	**(51,930)**
Cash flows from financing activities			
Dividends paid		(8,500)	(8,500)
Loan advance received		60,000	25,000
Loan repayments		(45,583)	(40,139)
Payments on IFRS 16 leases		(340)	(533)
Net cash (outflow) / inflow from financing activities		**5,501**	**(24,172)**
Net (decrease) / increase in cash and cash equivalents	**10**	**60,922**	**(12,702)**
Cash and cash equivalents at 1 April		**10,757**	**23,459**
Cash and cash equivalents at 31 March	**10**	**71,679**	**10,757**

The notes on pages 136-155 form part of these accounts.

Statement of changes in taxpayers' equity for the year ended 31 March 2026

	Notes	Public dividend capital £ '000	Revaluation reserve £ '000	General reserve £ '000	Hedging reserve £ '000	Total £ '000
Balance at 1 April 2024		**58,867**	**60,316**	**181,798**	**(2,080)**	**298,901**
Comprehensive income						
Profit for the financial year		-	-	10,120	-	10,120
Dividend		-	-	(8,500)	-	(8,500)
Retained profit for the year		**-**	**-**	**1,620**	**-**	**1,620**
Other comprehensive income						
Movement on foreign currency cash flow hedge		-	-	-	133	133
Net gain on revaluation of satellite data	7	-	42,574	-	-	42,574
Net gain on revaluation of property, plant and equipment	6	-	3,302	-	-	3,302
Released on impairment of property, plant and equipment	6	-	(17)	-	-	(17)
Transfers between reserves		-	(5,408)	5,408	-	-
Total other comprehensive income		**-**	**40,451**	**5,408**	**133**	**45,991**
Total comprehensive income for 2024/25		**-**	**40,451**	**7,026**	**133**	**47,610**
Balance at 31 March 2025		**58,867**	**100,767**	**188,824**	**(1,947)**	**346,511**
Comprehensive income						
Profit for the financial year		-	-	12,238	-	12,238
Dividend		-	-	(8,500)	-	(8,500)
Retained profit for the year		**-**	**-**	**3,738**	**-**	**3,738**
Other comprehensive income						
Movement on foreign currency cash flow hedge		-	-	-	2,780	2,780
Net gain on revaluation of satellite data	7	-	-	-	-	-
Net gain on revaluation of property, plant and equipment	6	-	(10,256)	-	-	(10,256)
Released on impairment of property, plant and equipment	6	-	-	-	-	-
Transfers between reserves		-	(43,828)	43,828	-	-
Total other comprehensive income/(expenditure)		**-**	**(54,084)**	**43,828**	**2,780**	**(7,476)**
Total comprehensive income/(expenditure) for 2025/26		**-**	**(54,084)**	**47,566**	**2,780**	**(3,738)**
Balance at 31 March 2026		**58,867**	**46,683**	**236,390**	**833**	**342,773**

A description of the nature and purpose of each reserve is provided in Note 1.

The notes on pages 136-155 form part of these accounts.

Notes to the accounts

01 Accounting policies

Basis of preparation

These financial statements have been prepared on a going concern basis and in compliance with an Accounts Direction dated 10 January 2025 and in accordance with Section 4(6)(a) of the Government Trading Funds Act 1973. These statements also comply with the principles laid out in the 2025/26 Government Financial Reporting Manual (FReM) issued by HM Treasury, including additional guidance on the treatment of capital grants issued to the Met Office on the 20 February 2015.

The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which has been judged to be most appropriate to the particular circumstances of the Met Office for the purpose of giving a true and fair view has been selected.

The particular policies adopted by the Met Office are described below.

They have been applied consistently in dealing with items that are considered material to the accounts.

The accounts have been prepared under the historical cost convention, modified to account for the revaluation of property, plant and equipment and inventories.

Accounting developments and changes IFRSs, amendments and interpretations in issue but not yet effective or adopted

There are a number of IFRSs, amendments and interpretations that have been issued by the International Accounting Standards Board that are effective for financial statements after this reporting period. The Met Office has not adopted any of these revised standards early and none are anticipated to have a future material impact on the financial statements of the Met Office.

IFRS 18 will replace IAS 1 Presentation of Financial Statements and is effective for annual reporting periods beginning on or after the 1 January 2027 in the private sector. The impact of IFRS 18 on the public sector is still being assessed, and a decision has not yet been taken on an implementation date.

IFRS 19 allows eligible subsidiaries to apply IFRS Accounting Standards with reduced disclosure requirements and is effective for annual reporting periods beginning on or after the 1 January 2027 in the private sector. The impact of IFRS 19 on the public sector is still being assessed, and a decision has not yet been taken on an implementation date.

Critical accounting policies and key judgements

Revenue from contracts with customers

Revenue comprises the accrued value of services (net of VAT) supplied to the private sector, government departments and the wider public sector.

Most Met Office revenue is recognised against performance obligations delivered over time. These obligations are either simultaneously received and consumed by customers (e.g. forecast services or data sales), or are specialised, with no alternative use and an enforceable right to income for work performed to date (e.g. research).

A smaller number of performance obligations are recognised at a point in time where appropriate (e.g. training). Revenue for these obligations is recognised on completion of the service.

Revenue is either recognised on a cost-plus basis or based on the proportion of total services to be provided where the price is fixed.

Where payments received from customers are greater than the revenue recognised under the contract, the amount in excess of the revenue recognised is treated as a contract liability and included within trade and other payables. Where revenue is recognised as contract activity progresses and subject to the contractual arrangements, revenue is accrued. To the extent that the revenue is in advance of an invoice being raised, the amount is shown as a contract asset within trade and other receivables.

Other revenue

The Met Office receives revenue from funders where an agreement does not meet the requirements of IFRS 15 to be classified as revenue from contracts with customers. The agreements provide for funding to be given where agreed criteria are met or services performed. However, they do not contain an enforceable right for these services and so cannot be considered performance obligations.

Revenue for these agreements is recognised as the agreed criteria are met or services performed. The amount of funding is fixed and so revenue is recognised based on the proportion of criteria/services which have been met.

Supercomputing services

In September 2021 the Met Office signed a ten-year agreement with Microsoft for the provision of supercomputing services. This has been judged to be a service contract and no lease or intangible asset has been identified. Milestone payments due under the contract are prepaid and released over the contract term. Periodic service charges are expensed as incurred.

Valuation of property, plant and equipment (note 6)

All property, plant and equipment are carried at fair value. In arriving at fair value a number of methods are used dependent on the nature of the asset.

Freehold land and buildings

Freehold land and buildings in continuing use are revalued by qualified valuers every five years, in accordance with the Practice Statements and Guidance Notes set out in the Appraisal and Valuation Manual of the Royal Institution of Chartered Surveyors.

Valuations are based on fair values for existing use from market-based evidence, except where the asset is considered specialised. These are assets where due to their location and/ or specification, market-based evidence is either not available or does not reflect the full characteristics of the asset.

Specialised assets are valued on the basis of depreciated replacement cost.

The quinquennial valuations are supplemented by a 'desk based' review carried out by a qualified valuer for the Exeter headquarters building and Science Park properties and for other assets by annual indexation using appropriate price indices.

Assets classed as Information Technology use historical cost as a proxy for fair value due to the shorter lives of these assets.

Depreciation on revaluation

Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset, and the net amount is restated to the revalued amount of the asset.

EUMETSAT satellite data (note 7)

The UK is a member of the European Organisation for the Exploitation of Meteorological Satellites (EUMETSAT) and the Met Office, as the UK National Meteorological Service, has the right to receive all EUMETSAT data, products and services to fulfil its official duty. The Met Office uses the data to generate its weather forecasts and climate predictions used to deliver services to its customers.

The Met Office makes contributions to satellite programmes operated by EUMETSAT. This share is determined by the UK's Gross National Income (GNI) compared to other member states. Each programme consists of multiple identical satellites over the life of the programme. These contributions are capitalised as intangible assets as a right to access and utilise data generated by the programme over its useful life.

Satellite programme life cycle and treatment of contributions

Programme stage	Activity	Treatment of contributions
Research	Scoping and design.	Expensed.
Development and construction	Development, construction, launch and commissioning of first satellite in programme.	Capitalised as intangible assets in the course of construction.
Operational	Becomes primary programme. Data received from first satellite. Remaining satellites in programme constructed, launched and commissioned.	Reclassified as satellite data assets and amortised. Additional contributions capitalised.
Post-operational	No longer primary programme. Data continues to be received as satellites maintained as 'hot-spares' or repurposed until final decommissioning.	Expensed.

Treatment of contributions to satellite programmes generating operational data

Contributions are treated differently at each stage of a programme's lifecycle (above).

Valuation

Intangible assets in the course of construction are valued at historic cost. Progress reports provided by EUMETSAT are used to identify any impairments and ensure that the programmes are still viable.

From 1 April 2025, following a change to the Financial Reporting Manual, all intangible assets ceased being measured using the revaluation model and are instead be measured at historic cost. The carrying values at the transition date are considered deemed historic cost.

Amortisation

EUMETSAT satellite data assets are amortised using the straight-line method to allocate the costs of the programmes over their estimated useful lives. The amortisation charged in a period is calculated as the net book value of contributions made to date, plus the estimated amount of contributions over the remainder of the programme's operational life divided by the number of years remaining in the programme's operational life. This method reflects the principle that the economic benefit of satellite data remains constant between individual satellites and over the programme's life.

Judgements and uncertainty in estimating future contributions

The value of contributions by the UK is determined by the UK's GNI relative to other member states. The share is fixed for three year periods based on an average GNI in the previous three years.

As contributions are paid in Euros, the value of future payments is also sensitive to future changes in exchange rates. Where contributions are hedged, the sterling contract value is used. For unhedged commitments a single planning rate is used. This rate is reviewed at least annually.

Judgements and uncertainty in estimating useful life

The useful lives of operational satellite programmes are initially based on design lifetimes specified by EUMETSAT. On successful launch of the final satellite in a programme, the useful life of the programme is reviewed and adjusted based on:

- actual lifetime of previous satellites in the programme,
- any issues experienced with existing satellites in a programme,
- expected operational dates for satellites in any successor programme.

Actual useful lives have historically exceeded design lifetimes and programmes have continued to produce data beyond the point where a successor programme has become operational. The useful life of a programme is therefore usually extended to match the expected operational date of its successor programme.

The lifetime is reviewed at least annually as planning assumptions for successor programmes are updated. These planning assumptions are subject to a high degree of uncertainty as the design and construction of the first satellite in the programme carries a high degree of risk.

De-recognition of satellite data assets

Once a programme has been replaced by its successor, its satellites may continue to generate useful data for open ended period. Individual satellites may be used as 'hot-spares' and provide backup to the new primary programme or may be repurposed to provide additional data.

Whilst a programme continues to generate data a programme asset is retained in the statement of financial position at a nil net book value. An asset is only de-recognised when the final satellite in that programme has been decommissioned.

Current and successor programmes and their life/planning assumptions

Programme	METEOSAT (Geostationary)	EUMETSAT Polar System
Current primary programme	Third Generation (MTG)	First Generation (EPS)
Remaining life at 31 March 2025	N/A	1.75 years
Remaining life at 31 March 2026	18.67 years	0.75 years
Successor programme	Non approved	Second Generation (EPSSG)
Planned to be operational	N/A	Q4 2026/27

Computer software and software licences

Assets classed as computer software or software licences use historical cost as a proxy for fair value due to the shorter lives of these assets.

Capital grants

Grant funded property, plant and equipment assets are capitalised at their fair value on receipt. Where the donor has imposed a condition on how the future economic benefits embodied in the grant are to be consumed, the grant is deferred within liabilities and is carried forward to future financial years to the extent that the condition has not yet been met. This will usually result in the grant being deferred until the asset is completed and in active use.

The grant is then released to the income statement to match depreciation costs associated with the asset. Where no condition is imposed, the grant is recognised immediately in the income statement.

Grant-funded assets are otherwise accounted for in the same way as other property, plant and equipment.

Key accounting policies

Research and development

The Met Office receives funding for a variety of research and development activities. This funding is treated as revenue attributable to the relevant business programme. Externally funded research and development costs are recognised based on the stage of completion of the project. Related revenues are recognised on an equivalent basis and in accordance with the revenue recognition policy outlined above. All research expenditure is charged to the income statement. Development expenditure is recognised in the income statement in the period in which it is incurred unless it is probable that economic benefits will flow to the Met Office from the asset being developed, the cost of the asset can be reliably measured and technical feasibility can be demonstrated. Where these criteria are met, it is capitalised as an intangible asset.

Retirement benefits

Met Office staff are covered by civil service pensions arrangements. These are unfunded multi-employer defined benefit schemes. However, since the Met Office is unable to identify its share of the underlying assets and liabilities they are accounted for as defined contribution schemes.

Contributions are paid at rates determined from time to time by the scheme's actuary. The Government Actuary's Department conducted a full actuarial valuation as at 31 March 2016. Details can be found in the resource accounts of the Cabinet Office: Civil Superannuation (**www.civilservicepensionscheme.org.uk**).

Full provision for early retirements is normally made in the year of retirement.

Property, plant and equipment

Recognition

Plant, equipment and information technology expenditure is capitalised where the useful life exceeds three years and the cost of acquisition and installation exceeds £10,000 (excluding VAT).

Depreciation

Freehold land and assets in the course of construction are not depreciated.

Depreciation on other assets is calculated to write off the cost, or value, by equal instalments over the asset's estimated useful life. The lives assigned to the principal categories of assets are as follows:

Freehold buildings Not exceeding 50 years
Plant and equipment 3-30 years
Fixtures and fittings 5-25 years
Information technology 2-12 years

Intangible assets

Computer software

Where computer software forms an integral part of any hardware equipment (e.g. an operating system) this is capitalised under the hardware asset as a tangible asset.

Computer software is capitalised where the useful life exceeds three years and the cost of acquisition and installation exceeds £10,000 (excluding VAT).

Amortisation is calculated using the straight-line method to allocate the cost of software over their estimated useful lives of three to five years.

Leases

The option under IFRS 16 to reassess whether a contract is, or contains, a lease at the date of initial application has not been used.

The definition of a contract is expanded to include intra-UK government agreements where non-performance may not be enforceable by law. This includes, for example, Memorandum of Terms of Occupation (MOTO) agreements.

The Met Office has elected not to recognise right of use assets and lease liabilities for the following leases:

- intangible assets;
- non-lease components of contracts where applicable;
- low value assets (these are determined to be in line with capitalisation thresholds on Property, Plant and Equipment); and
- leases with a lease term of 12 months or less

Financial assets

Trade and other receivables

Financial assets within trade and other receivables are initially recognised at fair value, which is usually the original invoiced amount or transaction price, and are subsequently carried at amortised cost adjusted for loss allowances for expected credit losses. Loss allowances are measured using lifetime expected credit losses under IFRS 9's simplified model.

Cash and cash equivalents

Cash and cash equivalents comprise cash in hand and current balances with banks and qualifying institutions, which are readily convertible to cash and are subject to insignificant risk of changes in value and have an original maturity of three months or less.

Cash also includes any surplus funds held by EUMETSAT that are attributable to the Met Office.

Other financial assets

The Met Office holds an interest in Mercator Ocean. Mercator Ocean is a not-for-profit entity and co-ordinates the Copernicus marine services, which provides free and open access to constantly updated information about the global ocean and the seas of the European region. The Met Office has a right to dispose of the interest at the same value as purchased. The interest is therefore held at amortised cost.

Financial liabilities

Trade and other payables

Financial liabilities within trade and other payables are initially recognised at fair value, which is usually the original invoiced amount, and subsequently carried at amortised cost.

Borrowings

Borrowings are recognised initially at the proceeds received. After initial recognition, financial liabilities are subsequently measured at amortised cost using the effective interest method.

Derivative financial instruments and hedge accounting

The Met Office uses derivative financial instruments such as foreign currency contracts to hedge the risks associated with changes in foreign exchange rates in relation to amounts payable to certain international bodies. The payments are in respect of annual subscriptions and contributions, including payments for satellite programmes.

The Met Office policy is to buy forward foreign currency for payments to international bodies as soon as amounts can be reliably estimated. The use of financial derivatives is governed by the Met Office's hedging strategy, approved by the Met Office Executive Board, which provides written principles on the use of financial derivatives consistent with the Met Office's risk management strategy. There is no trading activity in derivative financial instruments.

All the Met Office's derivative financial instruments are designated as cash flow hedging instruments. At the start of a hedging transaction, the Met Office documents the relationship between the hedged item and the hedging instrument together with its risk management objective and the strategy underlying the proposed transaction.

The Met Office also documents its assessment, both at the start of the hedging relationship and on an ongoing basis, of the effectiveness of the hedge in offsetting movements in the cash flow of the hedged items.

To the extent that the hedge is effective, changes in the fair value of the hedging instrument arising from the hedged risk are recognised directly in other comprehensive income rather than in the income statement. The ineffective portions of any gain or loss on the hedging instrument are recognised in the income statement.

Derivative financial instruments are initially measured at fair value on the contract date and are remeasured to fair value at subsequent reporting dates.

Capital and reserves

Public dividend capital

Public dividend capital represents the capital invested by the Ministry of Defence in the Met Office on becoming a Trading Fund on 1 April 1996.

Following a machinery of government change during 2011/12, the public dividend capital held by the Ministry of Defence was transferred to the Department for Business, Innovation and Skills. In 2016 the Department for Business, Energy and Industrial Strategy was created from the Department for Business, Innovation and Skills and the Department of Energy and Climate Change.

Public Dividend Capital is not an equity instrument as defined in IAS 32 Financial Instruments: Presentation.

General reserve

The general reserve represents the cumulative retained net income (after dividends) since the Met Office became a Trading Fund.

Revaluation reserve

The revaluation reserve reflects the unrealised element of the cumulative balance of indexation and revaluation adjustments to assets. Increases arising on revaluation are taken to the revaluation reserve. A revaluation decrease is charged to the revaluation reserve to the extent that there is a balance on the reserve for the asset and, thereafter, to the income statement.

Hedging reserve

The hedging reserve represents hedging gains and losses recognised on the effective portion of cash flow hedges.

02 Revenue

A. Disaggregation of revenue from contracts with customers

	2025/26	2024/25
	£'000	£'000
Revenue from contracts with customers		
Citizen and Media	170,898	146,800
Defence	41,711	39,063
Energy and Environment	12,190	11,757
International Engagement	43,286	35,861
Transport	25,585	30,497
UK government	39,187	33,968
Total revenue from contracts with customers	**332,858**	**297,946**

All revenue relates to products and services transferred over time.

B. Assets and liabilities related to contracts with customers

	2025/26	2024/25
	£'000	£'000
Receivables included in trade receivables	14,046	62,903
Contract assets included in accrued income	20,093	19,704
Contract liabilities included in deferred income	58,292	83,825

Contract assets relate to amounts owed for work undertaken but for which no invoice has been raised at the reporting date. Contract assets are transferred to receivables when an invoice is raised.

Contract liabilities are amounts received in advance from customers. Revenue is recognised and amounts transferred as work against these contracts is completed.

Contract liabilities also include other amounts deferred under the PWS contract including amounts associated with delays to satellite programmes becoming operational.

During the period £83,825 (2024/25: £19,603,000) of revenue was recognised that had been included in the contract liability at the start of the period.

C. Transaction price allocated to remaining performance obligations

The majority of Met Office revenue is derived from agreements with Departments or other bodies within the UK Government. Even where agreed for multiple years the amounts are subject to review as part of the UK Governmen Budget and Comprehensive Spending Review processes. The actual revenue recognised in each year will depend on performance against priorities agreed with customers during each financial year, and the Met Office's progress against them.

In accordance with the practical expedient in IFRS 15, the Met Office does not disclose information on unsatisfied performance obligations where the original underlying agreement is of less than 12 months duration.

03 Operating costs

	2025/26	2024/25
	£ '000	£ '000
Staff costs		
Salaries, performance-related pay and allowances	118,044	113,212
Social security	15,576	13,576
Pension contributions	30,385	28,860
Early retirement and exit costs	31	530
Temporary/agency labour costs	16,668	13,745
Total staff costs	**180,704**	**169,923**
Equipment and services	158,603	91,577
International services and subscriptions	22,121	20,523
Depreciation	10,968	10,573
Amortisation	30,125	16,841
Accommodation	14,597	21,869
Travel and subsistence	4,001	4,245
Other operating costs	4,368	3,639
Release of government grants	(109,480)	(55,191)
Total operating costs	**316,006**	**284,001**
Operating costs include the following:		
Audit fees	140	134
Apprenticeship levy	572	520
Lease payments on short-term or low value assets	336	324
Foreign currency (gains)/loss	76	231
Net loss / (gain) on disposal of non-current assets	(25)	82
Supercomputer programme	107,789	53,538
Research and development expenditure	78,342	81,393
International services and subscriptions comprise the following:		
European Organisation for the Exploitation of Meteorological Satellites (EUMETSAT)	7,792	6,199
European Centre for Medium-Range Weather Forecasts (ECMWF)	10,156	10,133
World Meteorological Organization (WMO)	2,796	2,765
Network of European Meteorological Services (EUMETNET)	848	858
Other international services and subscriptions	529	568
	22,121	20,523

Membership of these organisations enables the Met Office, on behalf of the UK, to engage in and benefit from, the European meteorological satellite programme and to receive support in its provision of medium-range weather forecasts and associated research. Membership also enables the Met Office, on behalf of the UK, to promote and benefit from co-operations between members in the exchange of observational data and forecasts, together with a widening range of environmental programmes.

Government grants are analysed as follows:		
DSIT Future Supercomputer	107,790	53,539
DSIT Current Supercomputer	1,315	1,240
DSIT Polar Satellite Transfer	59	138
Environment Agency Weather Radar Network Renewal	264	243
DSIT Radiosonde Grant	52	31
	109,480	55,191

04 Finance income

	2025/26	2024/25
	£ '000	£ '000
Interest receivable	3,280	2,400
Total finance income	**3,280**	**2,400**

05 Interest payable and similar charges

		2025/26	2024/25
	Note	£ '000	£ '000
On Department for Science Innovation and Technology loans	14	7,852	6,193
On overdue payments		-	3
On lease liabilities		42	29
Total interest payable and similar charges		**7,894**	**6,225**

06 Property, plant and equipment

The movements in each class of assets were:

	Land and buildings	Surplus assets	Right of use assets land and buildings	Fixtures and fittings	Plant and equipment	Right of use assets vehicles	Information technology	Total non-current PP&E
	£ '000	£ '000	£ '000	£ '000	£ '000	£ '000	£ '000	£ '000
Cost or valuation:								
At 1 April 2025	93,379	-	4,624	18,080	105,779	525	109,031	331,418
Additions	-	-	261	1,243	2,930	75	1,766	6,275
Transfers	(9,800)	9,800	- -	-	-	-	-	-
Disposals	-	-	-	(267)	(11,085)	-	(68,836)	(80,188)
Revaluation	(14,084)	-	(1,941)	764	3,363	(285)	-	(12,183)
At 31 March 2026	**69,495**	**9,800**	**2,944**	**19,820**	**100,987**	**315**	**41,961**	**245,322**
Depreciation:								
At 1 April 2025	205	-	1,558	13,006	79,669	117	104,165	198,720
Charged during year	2,955	-	479	1,187	4,488	153	1,706	10,968
Impairment	-	-	-	-	-	-	-	-
Disposals	-	-	-	(267)	(11,085)	-	(68,836)	(75,478)
Revaluation	(2,879)	-	(1,957)	547	2,631	(250)	-	(6,618)
At 31 March 2026	**281**	**-**	**80**	**14,473**	**75,703**	**20**	**37,035**	**127,592**
Net book value:								
At 1 April 2025	**93,174**	**-**	**3,066**	**5,074**	**26,110**	**408**	**4,866**	**132,698**
At 31 March 2026	**69,214**	**9,800**	**2,865**	**5,347**	**25,284**	**295**	**4,926**	**117,730**

Property, plant and equipment (continued)

	Land and buildings	Right of use assets land and buildings	Fixtures and fittings	Plant and equipment	Right of use assets vehicles	Information technology	Total
	£ '000	£ '000	£ '000	£ '000	£ '000	£ '000	£ '000
Cost or valuation:							
At 1 April 2024	94,567	4,625	16,923	101,809	388	109,542	327,854
Additions	-	376	1,150	2,720	428	3,154	7,828
Transfers to assets held for sale	(1,150)	-	-	-	-	-	(1,150)
Disposals	-	(377)	(5)	(998)	(291)	(3,665)	(5,336)
Revaluation	(38)	-	12	2,248	-	-	2,222
At 31 March 2025	**93,379**	**4,624**	**18,080**	**105,779**	**525**	**109,031**	**331,418**
Depreciation:							
At 1 April 2024	157	1,402	11,910	74,857	290	105,853	194,469
Charged during year	2,841	533	1,059	4,057	107	1,977	10,574
Impairment	-	-	25	54	-	-	79
Disposals	-	(377)	(2)	(998)	(280)	(3,665)	(5,322)
Revaluation	(2,793)	-	14	1,699	-	-	(1,080)
At 31 March 2025	**205**	**1,558**	**13,006**	**79,669**	**117**	**104,165**	**198,720**
Net book value:							
At 1 April 2024	**94,410**	**3,223**	**5,013**	**26,952**	**98**	**3,689**	**133,384**
At 31 March 2025	**93,174**	**3,066**	**5,074**	**26,110**	**408**	**4,866**	**132,698**

All land and buildings are held as freehold. The net book value of freehold land and buildings includes £18m of freehold land, which has not been depreciated.

Freehold buildings are depreciated in full over their estimated life (not exceeding 50 years). The freehold assets which comprise the Met Office's property portfolio were subject to a quinquennial valuation for financial reporting purposes in 2021/22 (values as at 31 March 2022), in accordance with the RICS Valuation Standards (6th Edition) by external valuers the Valuation Office Agency, who are regulated by the RICS.

The surplus asset is a property the Met Office no longer actively uses following the decommissioning of the previous supercomputer.

The bases of valuation adopted is Existing Use Value as defined in the Standards. In carrying out the valuation, a number of the assets were identified as specialised as a result of their location and/or specification. As a result they are considered to be assets which would rarely, if ever, sell on the open market. For these assets the Depreciated Replacement Cost methodology has been used.

The sources of information and assumptions made in producing the various valuations are set out in the valuation report. For further details of valuation and depreciation assumptions refer to Note 1 Accounting Policies. For further details of assets held under leases see note 18.

07 Intangible assets

	EUMETSAT satellite data	Computer software	EUMETSAT payments on account	Total
	£ '000	£ '000	£ '000	£ '000
Cost or valuation:				
At 1 April 2025	680,243	3,398	234,178	917,819
Additions	24,098	23	26,322	50,443
At 31 March 2026	**704,341**	**3,421**	**260,500**	**968,262**
Amortisation:				
At 1 April 2025	436,813	3,125	-	439,938
Charged during year	29,982	142	-	30,124
At 31 March 2026	**466,795**	**3,267**	**-**	**470,062**
Net book value:				
At 1 April 2025	**243,430**	**273**	**234,178**	**404,842**
At 31 March 2026	**237,546**	**154**	**260,500**	**498,200**

	EUMETSAT satellite data	Computer software	EUMETSAT payments on account	Total
	£ '000	£ '000	£ '000	£ '000
Cost or valuation:				
At 1 April 2024	415,137	3,497	399,657	818,291
Additions	24,503	97	22,706	47,306
Transfers	188,185	-	(188,185)	-
Disposals	-	(196)	-	(196)
Revaluation	52,418	-	-	52,418
At 31 March 2025	**680,243**	**3,398**	**234,178**	**917,819**
Amortisation:				
At 1 April 2024	410,263	3,185	-	413,448
Charged during year	16,706	136	-	16,842
Transfers	-	-	-	-
Disposals	-	(196)	-	(196)
Revaluation	9,844	-	-	9,844
At 31 March 2025	**436,813**	**3,125**	**-**	**439,938**
Net book value:				
At 1 April 2024	**4,874**	**312**	**399,657**	**404,843**
At 31 March 2025	**243,430**	**273**	**234,178**	**477,881**

Intangible assets (continued)

The EUMETSAT satellite data intangible asset represents the value of all EUMETSAT observational data used in generating Met Office forecasts. This principally includes data from both the Meteosat geostationary satellite and polar orbiting satellite. The Met Office, as the UK's national meteorological service, has the right to access and use this data to generate its weather forecasts and climate predictions in fulfilling its Public Task. The Met Office makes contributions on behalf of the UK to EUMETSAT's programmes.

EUMETSAT payments on account represent the contributions made by the Met Office, on behalf of the UK, to the Polar Second Generation satellite programme. The Polar Second Generation programme is currently in the build phase and is not expected to provide operational data until early 2027.

Further information on the assumptions made and sensitivity of satellite asset data values to those assumptions is included in note 1 accounting policies.

08 Inventories

	31 March 2026	31 March 2025
	£ '000	£ '000
Meteorological equipment	1,237	1,182
Reserve equipment	15	13
Consumable stores	19	23
Total inventories	**1,271**	**1,218**

09 Trade and other receivables

	31 March 2026	31 March 2025
	£ '000	£ '000
Amounts falling due within one year:		
Trade receivables	14,126	26,700
Less: provision for impairment of receivables	(80)	(69)
	14,046	26,631
Other receivables	69	51
VAT	-	3,531
Accrued income	20,093	19,704
Prepayments	30,931	52,144
Total trade and other receivables	**65,139**	**102,361**
Amounts falling due after more than one year:		
Prepayments	33,780	35,767
Total non-current trade and other receivables	33,780	35,767
Total trade receivables and other current receivables	**98,919**	**138,128**

The carrying amount of receivables and current assets is a reasonable approximation to fair value.

Prepayments includes £33,780,000 (2024/25 - £57,625,000) of milestone payments made under the Met Office's contract with Microsoft.

Accrued income includes £862,000 relating to EU funding (£560,000 at 31 March 2025).

10 Cash and cash equivalents

		31 March 2026	31 March 2025
	Note	£ '000	£ '000
Balance at 1 April		10,757	23,459
Net change in cash and cash equivalent balances	17	60,922	(12,702)
Balance at 31 March		**71,679**	**10,757**
Cash held at commercial banks and in hand		2,504	3,703
Cash held with Government Banking Service		69,175	7,054
Balance at 31 March		**71,679**	**10,757**

The Met Office holds two Euro bank accounts on behalf of third parties, with nil balances as at 31 March 2026 (31 March 2025, nil balances).

The Met Office Board have ring fenced £5m (2024/25 £5m) to meet the costs of any claims covered by the Met Office's decision to self-insure against professional indemnity claims.

11 Trade and other payables

		31 March 2026	31 March 2025
	Note	£ '000	£ '000
Amounts falling due within one year:			
Trade payables		5,350	4,134
VAT		7,348	-
Other taxation and social security		6,339	5,643
Accruals		37,931	33,477
Dividend payable		8,500	8,500
Deferred income		58,292	47,555
Government grants	12	35,765	38,536
Total amount falling due within one year		**159,525**	**137,845**
Amounts falling due after more than one year:			
Government grants	12	36,546	46,482
Total non-current trade and other payables		**36,546**	**46,482**
Total trade and other payables		**196,071**	**184,327**

12 Government grants

	Note	31 March 2026 £ '000	31 March 2025 £ '000
Government grants at 1 April		85,018	39,991
Grants received		96,773	100,218
Grants recognised through the Statement of Comprehensive Income	4	(109,480)	(55,191)
Government grants at 31 March		**72,311**	**85,018**
Amounts falling due within one year		35,765	38,536
Amounts falling due after more than one year		36,546	46,482
The following balances are included in government grants:			
DSIT - Future supercomputer		59,186	70,616
DSIT - Current supercomputer		10,019	11,334
DSIT - Autosonde Network		1,616	1,669
DSIT - Polar Satellite Transfer		44	103
Environment Agency Weather Radar Network Renewal (WRNR)		1,445	1,296
		72,310	85,018

13 Borrowings

Loans from the Department for Science, Innovation and Technology by instalments and bearing interest between 1.04% and 5.23% per annum.

	31 March 2026 £ '000	31 March 2025 £ '000
Loans due:		
Within one year	40,377	35,770
Between one and five years	161,509	143,081
Over five years	43,837	44,992
Total	**245,723**	**223,843**

14 Derivative financial instruments

	Assets £ '000	Liabilities £ '000	Total £ '000
Forward foreign currency contracts - cash flow hedges			
As at 31 March 2025	**60**	**2,007**	**(1,947)**
Movement on fair value	**831**	**(1,948)**	**2,779**
As at 31 March 2026	**891**	**59**	**832**
Analysed between:			
Current	581	59	
Non-current	310	-	
	891	59	

The following table details the forward purchase currency contracts outstanding at the year end:

Contract maturity date	Commitment hedged	Foreign currency	Foreign currency value '000	Contract value £ '000	Forecast spot rate on maturity Currency/£	Fair value £ '000	Assets £ '000	Liabilities £ '000
29 April 2026	EUMETSAT	EURO	10,000	8,696	1.1438	47	47	
29 April 2026	EUMETSAT	EURO	6,000	5,126	1.1438	119	119	
1 September 2026	EUMETSAT	EURO	14,000	12,047	1.1370	266	266	
5 May 2026	EUMETSAT	EURO	3,000	2,644	1.1435	(21)	-	21
4 January 2027	WMO	CHF	2,000	1,971	1.0251	(20)	-	20
1 September 2026	EUMETSAT	EURO	2,500	2,216	1.1370	(17)	-	17
5 May 2026	EUMETSAT	EURO	7,643	6,659	1.1435	24	24	
1 September 2026	EUMETSAT	EURO	6,337	5,550	1.1370	24	24	
20 January 2027	EUMETSAT	EURO	20,600	18,145	1.1295	93	93	
5 May 2027	EUMETSAT	EURO	20,600	18,218	1.1242	106	106	
1 September 2026	EUMETSAT	EURO	17,500	15,545	1.1185	101	101	
20 January 2028	EUMETSAT	EURO	15,250	13,617	1.1115	103	103	
4 January 2027	EUMETSAT	CHF	687	662	1.0251	8	8	
				111,096		**832**	**891**	**59**

Forecast spot rates are provided by the Debt Management Office of HM Treasury.

All cash flow hedges are in respect of forecast transactions. In line with IFRS 9, gains or losses on effective cash flow hedges are held in equity; material gains or losses relating to the ineffective portion of the hedge will be recognised in the Income Statement when the forecast transaction occurs.

15 Provisions for liabilities and charges

	Early retirement and exits	Dilapidations	Other	Total
	£ '000	£ '000	£ '000	£ '000
Balance at 1 April 2024	**34**	**1,921**	**778**	**2,733**
Provided in the year	-	166	198	364
Written back in the year	-	(31)	-	(31)
Utilised in year	(1)	(5)	-	(6)
Balance at 31 March 2025	**33**	**2,051**	**976**	**3,060**
Provided in the year	-	134	-	134
Written back in the year	-	-	-	-
Utilised in year	(3)	(62)		(65)
Balance at 31 March 2026	**30**	**2,123**	**976**	**3,129**

The Early Retirement and Exit Provision represents the outstanding liability for pension and severance costs as at 31 March 2026. For staff offered early retirement, the provision represents the full cost of meeting each individual's pension payments to normal retirement age.

The Dilapidations Provision relates to contractual future costs of making good leasehold properties when they are vacated. There is no uncertainty as to the timing of amounts but the final amounts may change during final negotiations with the relevant landlord at the end of the lease.

The commitments provided for fall due in the following periods:

	Early retirement and exits	Dilapidations	Other	Total
	£ '000	£ '000	£ '000	£ '000
Amounts payable:				
Within one year	2	465	976	1,443
Between one and five years	6	1,395		1,401
Over five years	22	263		285
Total	**30**	**2,123**	**976**	**3,129**

16 Related parties

The Met Office's parent department is the Department for Science, Innovation and Technology (DSIT) previously part of the Department for Business, Energy and Industrial Strategy (BEIS). DSIT is considered to be a related party and during the year, the Met Office had material transactions with DSIT and with other entities for which DSIT is regarded as parent department. In addition, the Met Office had material transactions with a number of other public bodies, Government departments and their agencies, the Department for Environment, Food and Rural Affairs, the Cabinet Office, the Civil Aviation Authority, the Maritime and Coastguard Agency, the Environment Agency and the UKRI. None of the Met Office Board members, key managerial staff or other related parties undertook any material transactions with the Met Office during the year.

The Met Office manages the UK's membership of a number of international organisations: EUMETSAT, ECMWF, WMO and EUMETNET. As part of this, it sits on the relevant governing body of those organisations. The Met Office had material transactions with these entities during the year and these are disclosed in note 3 to the financial statements. There were no material outstanding balances with these organisations as at 31 March 2026 (31 March 2025 - nil). The Met Office holds a 5% interest in Mercator Ocean. The Met Office participates in the Copernicus Marine programme, which Mercator ocean co-ordinates. There were no material transactions or balances outstanding with Mercator Ocean as at 31 March 2026 (2025 - nil).

Our Owning Department (DSIT, formerly BEIS) also appoint a non-Executive Director to the Met Office Board. This role was filled by A Jackson until 1 January 2026 and L Jamieson thereafter. Further details can be found in the Governance Statement.

17 Notes to the cash flow statement

Reconciliation of cash and cash equivalents to movement in net funds.

	At 1 April 2025	Cash flows	At 31 March 2026
	£ '000	£ '000	£ '000
Cash at bank and in hand	10,757	60,922	71,679
Borrowings due within one year	(35,770)	(4,607)	(40,377)
Borrowings due after one year	(188,073)	(17,273)	(205,346)
Total net funds	**(213,086)**	**39,042**	**(174,044)**

18 Lease commitments

Expected future lease obligations

	Land and buildings		Other	
	31 March 2026	31 March 2025	31 March 2026	31 March 2025
	£ '000	£ '000	£ '000	£ '000
Leases expiring:				
Within one year	313	15	143	-
Between one and five years	1,006	225	143	319
Over five years	854	1,896	-	-
Undiscounted future lease obligations	**2,173**	**2,136**	**286**	**319**
Interest element	(269)	(221)	(14)	-
Discounted future lease obligations	**1,904**	**1,915**	**272**	**319**

The amounts above include liabilities where the Met Office expects to exercise an option to extend a lease, or expects not to exercise a lease break.

19 Capital commitments

	31 March 2026	31 March 2025
	£ '000	£ '000
Contracted but not provided for:		
Equipment	-	960
Contributions for satellite data	37,766	31,832
Total	**37,766**	**32,792**

The commitment for satellite data represents the unpaid portion of the UK approved contribution to EUMETSAT programmes for the current calendar year. The amount included above includes only contributions that are expected to be capitalised. An additional £5,275k (2024/25 £7,746k) is also commited for non-capital contributions.

20 Other financial commitments

	In less than 1 year	2 - 5 years	In more than 5 years
	£ '000	£ '000	£ '000
Commitments due:			
Supercomputer contract	143,430	438,043	103,373

In September 2021 the Met Office signed a ten-year agreement with Microsoft for the provision of Supercomputing services. The maturity of commitments under the contract dependent on the timing of contractual milestones prior to delivery of services.

21 Other financial assets and remote contingent liabilities

The Met Office owns a 5% share of Mercator Ocean at a cost of €100,000 (£91,000). Mercator Ocean is the co-ordinating entity for Copernicus Marine Services in which the Met Office participates.

The organisation is a “société civile” (a not-for-profit organisation) under French law, meaning it has unlimited liability, and its shareholders are exposed to liability risk in proportion to their shareholding. A remote contingent liability will therefore exist as long as the Met Office retains a shareholding in Mercator Ocean.

The organisation protects its shareholders through contractual mechanisms and through insurance. Also any residual claim would first be met from the assets of the company. Any contingent liability is considered to be extremely remote. In addition any contingent liability will cease to exist should the Met Office dispose of the shares, which it is able to do so with six months’ notice.

22 Financial instruments and financial risk management

The Met Office's treasury operations are governed by the Met Office Trading Fund Order 1996, under the Government Trading Funds Act 1973 as supplemented by the Met Office's Framework Document. The Met Office's financial instruments comprise cash deposits, receivables, payables, loans and foreign currency forward exchange contracts. The main purpose of these financial instruments is to finance the Met Office's operations. The Met Office has limited powers to borrow or invest surplus funds. The main risks arising from the Met Office's financial instruments are foreign currency, liquidity and interest rate risks. The Met Office's policies for managing these risks are set to achieve compliance with the regulatory framework including the rules contained within Managing Public Money.

Credit risk

The Met Office is subject to some credit risk. The carrying amount of trade receivables, which is net of impairment losses (bad debt provision), represents the Met Office’s maximum exposure to credit risk. Trade and other receivables consist of a large number of diverse government and non-government customers spread over a diverse geographical area.

Receivables are impaired where there is sufficient knowledge to indicate that recovery is improbable including the probability that customers will enter bankruptcy or financial reorganisation, that the customer is facing financial difficulties or that economic conditions are likely to lead to non-payment.

Liquidity risk

The Met Office maintains short-term liquidity throughout the year by management of its cash deposits. The Met Office aims to maintain cash levels to allow it to meet its short-term obligations. The Met Office holds cash deposits within the Government Banking Service. Under the Met Office Trading Fund Order and Framework Document, the sole provider of loan funding is the Met Office’s sponsor department, the Department for Science, Innovation and Technology. Therefore, exposure to liquidity risk is limited to these arrangements. Loan funding requirements are anticipated to increase over forthcoming years to finance the UK contribution to the EUMETSAT satellite programme, and additional supercomputing investment, in line with our current corporate plan.

Foreign currency risk

The Met Office makes significant foreign currency payments for subscriptions and contributions to international meteorological organisations including payments for satellite programmes. These costs are funded by the Public Weather Service. In order to manage foreign exchange risk the Met Office policy is to buy forward foreign currency for payments to international bodies as soon as amounts can be reliably estimated. The forward currency contracts are in hedging relationships under IFRS 9 and the Met Office has elected to adopt IFRS 9 hedge accounting rules.

Details of forward contracts held can be found in note 14.

£25.7 million of expenditure was undertaken in foreign currencies which are not funded through the forward purchase contracts.

Interest rate risk

The Met Office finances its operations through retained profits. Amounts retained in the business but surplus to immediate requirements are held in our Government Banking Service account from where they earn overnight interest through being automatically swept up into the National Loans Fund. A higher rate of interest is earned on the ring-fenced £5 million cash balance (see Note 10) which is usually held on longer term deposit at the National Loans Fund.

The Met Office may also be funded by additional monies from its sponsor department to fund specific strategic requirements. Details of cash on deposit are included in note 10. The fair values of cash and cash equivalents approximate to book value due to their short maturities.

Significant accounting policies

Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial instrument are disclosed in Note 1 to the financial statements.

23 Events after the reporting period

The authorised for issue date is the date the accounts were certified by the Comptroller and Auditor General.
On 22 July 2026 the Met Office's parent department was renamed to the Department for Business, Innovation, Science and Trade (BIST).