



EngineeringUK

INSPIRING FUTURES TOGETHER



**THE ENGINEERING AND TECHNOLOGY BOARD
TRADING AS THE ENGINEERINGUK GROUP
REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

COMPANY NO: 4322409

ENGLAND AND WALES CHARITY NO: 1089678

SCOTLAND CHARITY NO: SC046249

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REPORT OF THE TRUSTEES

The Trustees present this annual report and financial statements for the 12-month period to the 31 August 2025. Reference and administrative information set out on page 42 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association, and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102. This Trustees annual report includes a directors' report as required by company law.

Introduction

Our vision is for the UK to have the diverse workforce needed for engineering and technology to thrive and to drive economic prosperity, improve sustainability and achieve net zero. The importance of growing the number of young people choosing engineering and technology careers has only become more apparent since we launched our [new 5 year strategy](#) in September 2023, not least because the success of the government's new modern Industrial Strategy - aimed at increasing business investment and growing future industries in the UK - depends on engineering and technology. A key element of the Industrial Strategy is to support growth by enhancing skills, improving workforce diversity and increasing access to talent, all of which align closely with our own strategy.

Our policy and public affairs team have been responding to the change of government with its new structures, opportunities to contribute to policy development and a plethora of new initiatives to understand and engage with as appropriate. While we welcome government and industry recognition of the need to grow the engineering and technology workforce, much of the response to date has focused on meeting more immediate workforce needs. This needs to be balanced by more efforts aimed at developing the longer term future workforce by working with schools and engaging secondary and primary age students. We welcome the interest in workforce diversity from government and industry, although policy is focused on getting socioeconomically disadvantaged people into work which is an important goal, but misses the greater potential that closing the gender gap has to bring millions of women into engineering and technology.

Consequently, a highlight of our work in 2024/25 is the new partnership we built to drive a collective mission to achieve a step-change in the number of young women into education pathways to engineering and technology at age 18 that yielded six new strands of work. We worked with many new organisations in this effort bringing the total number of organisations we work with to around 450. Collaboration is one of our core values and works both ways - we welcome the wide range of opportunities that other organisations have offered us to contribute to their work as well as the time and support they have given us.

We've been very pleased with our delivery over 2024/25. In particular, we grew our reach by 70% to 207,000 activities delivered to young people with an additional 70,000 careers resources sent or downloaded – all brought together under our new EUK Education brand and website. In the achievements section of this report, we provide more detail on this and other delivery under the four work streams of our 2023-2028 strategy:

- (1) research and evidence to understand workforce needs and how to inspire the next generation
- (2) leading partnerships to increase the collective impact of all of our engagement activities
- (3) delivering activities for students that ignite a passion for engineering and technology and
- (4) policy and advocacy, so that all students have the STEM and careers education they need and deserve.

Our work to support equity, diversity and inclusion is explained within each strand whereas our work on environmental sustainability is highlighted at the end of the achievements section. We then present plans for 2025/26 and provide more information on funders for the different strands of work in the financial section. We were delighted to have the opportunity to grow our reach in 2024/25 but much of our activity for schools depends on year-to-year fundraising and we will need to work hard to achieve our ambitious targets for 2025/26. We still subsidise school activities as well as drawing funding for our other work from a relatively stable income source from the registration fees of professionally registered engineers and technicians collected from the members of Professional Engineering Institutes and supplemented by Corporate Membership fees – both of which we greatly appreciate.

Sincere thanks to every funder, partner, member, volunteer, teacher, careers advisor and student involved in our work - it simply wouldn't be possible without you.

Charitable Objectives

1. To promote for the public benefit the art and science of engineering in all its applications in the context of modern technology.
2. To advance education in engineering and technology.

Vision, Mission and Purpose

Our Vision

The UK has the diverse workforce needed for engineering and technology to thrive and to drive economic prosperity, improve sustainability and achieve net zero.

Our Mission

EngineeringUK will enable more young people from all backgrounds to be inspired, informed and progress into engineering and technology.

Our Purpose

To drive change so more young people choose engineering and technology careers.

Public Benefit

EngineeringUK is a charitable body and exists to deliver benefits to the public. The Trustees have noted the duty in Section 17 of the Charities Act 2011 and given regard to the Charity Commission and The Scottish Charity Regulator's guidance on public benefit. Benefits arising from our activities are as follows.

- **Young people benefit** from understanding how and being more interested in progressing into engineering, technology and technician roles. These benefits will be greatest when we work with young people from groups that are under-represented in the engineering and technology [workforce](#) (women, people from socioeconomically disadvantaged or UK minority ethnic backgrounds, and disabled people) as they would otherwise be less likely to progress into these areas. From an equity perspective, it is important to improve access to these jobs given the high demand for them and that they are paid above average.
- As well as providing careers insights, depending on which activities they participate in, young people can improve their motivation and confidence, and develop wider employability skills such as problem solving, team work, communication and presentation skills. They may also develop specific engineering and technology skills and knowledge.
- **Schools and teachers benefit** from activities and employer engagements which help with students' careers education, including meeting the requirements for English schools set out in the Gatsby benchmarks, as well as through the benefits to their students identified above. In most of our activities, teachers also have professional development by learning more about contemporary advancements in the STEM sector, especially engineering and technology, and related careers, and when supported to deliver in areas they are unfamiliar with (e.g., around technological mitigations and adaptations to climate change).
- **Employers and organisations involved in working with young people benefit** from better collaboration and coordination of their engagement activities and the provision of evidence, guidance and opportunities to improve the cost-effectiveness and impact of their delivery, also helping with their own commitments around Corporate Social Responsibility, ESG (Environment, Social and Governance) and Social Value.
- **Policymakers and those working in policy benefit** from having a stronger evidence base for their work derived from our research publications that include the make-up of the current workforce,

workforce needs, young people's educational pathways into engineering, technology and technician roles, and their experiences of STEM and careers education and apprenticeships.

- **The engineering and technology sector and the nation will benefit** from having a larger and more diverse engineering, technology and technician workforce that enhances growth, productivity and innovation, mitigates skills shortages, reduces our dependence on workers from overseas, and increases the likelihood of achieving a just transition to net zero.

Achievements for 2024/25

1. Research and Evidence - Establishing the composition of the current engineering, technology & technician workforce, future workforce needs and how to address them.

Why this is important

Sharing our evidence helps ensure that careers information is accurate and conveyed in an inclusive and impactful way, policy development is better informed, and all engineering and technology engagement activities are inclusive and inspire the next generation.

What we said we would do during 2024/25

- Educational Pathways analysis of secondary data and Higher Education.
- Additional analyses of 2023 Science Education Tracker data.
- Undertake workforce composition research updating statistics on workforce composition.
- Deliver 2 thematic reports and 5-6 programme specific infographics.
- Work with a research partner to secure funding for a Longitudinal Research Project to explore the extent to which multiple STEM engagements impact on young people's later attitudes and choices.

How did we do?

- [Advancing STEM careers provision in England](#) - based on data from almost 200 careers professionals. We used this report to advocate for the government to publish a new, funded careers strategy to mitigate the barriers that were identified to delivering STEM careers activities and work experience.
- Two 'thematic evaluations' - looked at lessons learned from our own programmes and activities: [Incorporating environmental sustainability content into outreach](#) and [Lessons learned from EngineeringUK programmes: Teacher-led delivery](#).
- New infographics dashboards visualising engineering and technology data on [diversity](#), [workforce](#), [the transition to net zero](#) and [educational pathways](#).
- [Graduate outcomes](#) report - looks at the demographic make-up and employment outcomes of engineering and technology degree graduates; these graduates are more likely to be in work

than those in other subjects but women and people from a lower socio-economic or Black/Black British (Caribbean) background continue to be underrepresented.

- [Science Education Tracker 2023: report addendum](#) (with The Royal Society) - additional demographic analyses looking at students with special educational needs or disability, free school meals eligibility and English as an additional language.
- Other reports include our exam results briefings for [A levels and Highers](#), [T levels](#), [GCSEs](#) and four teacher briefings on [How do teachers engage with STEM outreach?](#), [The challenge of STEM teacher and recruitment and retention](#), [What teachers know and think about routes into engineering and technology](#) and [What barriers are there to conducting practical science lessons](#).
- We evaluate across our activities and [published 2023/24 evaluations](#) with 2024/25 forthcoming – these will be used as the basis of workshops to improve delivery for 2025/26.
- We developed a proposal with another organisation for a large scale, longitudinal research project to look at how multiple STEM engagements impact on students in the longer term. While we continue to try and secure funding for this project, we also developed plans for an in-house project that will look at some of these questions in a small number of schools.

2. Leadership - Leading efforts to grow the collective impact of all engineering inspiration and careers activities with young people.

Why this is important

Working together we can ensure more students participate in quality engineering and technology experiences, improve the coordination, inclusivity, targeting, efficiency and impact of engagements and create and share relevant, inspiring and accessible careers resources.

What we said we would do during 2024/25

- Continue to develop and drive usage of Neon; upload 100 new activities.
- Run EDI bursary scheme to support priority school engagement.
- Recruit 50 Signatories and support Code Community.
- Deliver a one-day TE Live conference with 120 delegates.
- Launch of our new EUK Education brand alongside an awareness campaign to introduce teachers, careers leaders and school leaders.
- Ongoing support for our Corporate Members and for PEI's STEM engagement.
- Work with partners to develop/test/deliver actions to step-up the number of girls who are on pathways to engineering and technology careers at age 18.

How did we do?

- Our [Neon](#) platform helps teachers find high quality STEM activities and resources that meet their needs - we uploaded 110 new activities and 10,700 unique users visited an experience listing page. Neon bursaries enabled 1,300 students from 18 primary and 16 secondary priority schools

(that have high proportions of students from groups under-represented in engineering and technology) to participate in activities listed on Neon.

- [The Tomorrow's Engineers Code](#) welcomed 56 new signatories bringing the Code community up to nearly 400 organisations all committed to working together to improve the collective impact of engineering and technology outreach activities. In the 2025 check-in, Signatories reported that the Code had helped them improve in 6 out of 10 areas, with a quarter seeing improvement across all 10 areas asked about.
- 124 delegates participated in our TE Live conference kindly hosted by the Institution of Civil Engineers; sessions covered collaboration, youth engagement, gender and skills for the future. We also launched '[Code Explores...](#)' a new way for the community to come together to develop and share practice around a particular theme.
- We work closely with PEIs and Corporate Members to understand their priorities and help support their STEM engagement activities including through Business and Industry Panel meetings, roundtables, working groups, research briefings and learning forums across many topics such as STEM volunteering and careers advice across the UK nations.
- Our new [EUK Education](#) brand and website were launched in October 2024 followed by marketing communications throughout the year to drive awareness and engagement. Our [Engineer your future](#) and Careers leader resources were updated and we launched a new [STEM careers webinar](#) for parents and carers.
- We built a new partnership with BCS, the Chartered Institute for IT, the Royal Academy of Engineering, Women's Engineering Society (WES) and Women into Science and Engineering (WISE) to drive a collective mission to achieve a step-change in the number of young women on education pathways to engineering and technology at age 18. Over 40 organisations and 100 individuals met over three workshops as the [Gender Pathways Collective](#), building on a rapid evidence review and establishing six task and finish groups. The Collective also collaborated on policy work, for example, in a response highlighting the need to consider how gender and other demographic groups should be considered in the curriculum and assessment review.

3. Activities for schools - Expanding EngineeringUK's engagement to encourage more, and more diverse, young people into engineering, technician, and technology roles.

Why this is important

Expanding our school activities will allow us to increase our reach and impact through targeting, testing and iteration. We focus our work on 11 to 14s and prioritise content related to sustainability.

What we said we would do during 2024/25

- Deliver The Big Bang Fair for 22,000 young people with a minimum 60% of priority schools.
- Deliver Big Bang at School via Delivery Partners into 125 priority schools and teacher-led Blueprint with a £500 bursary to at least 20 priority schools.

- Deliver Big Bang Competition with a reach of 400 projects (935 young people) with a minimum of 60% from EDI schools.
- Expand Climate Schools Programme to reach 350 schools.
- Work with delivery partners to deliver Energy Quest in 5 priority schools. Continue delivery of teacher-led Energy Quest sessions to reach 65 schools.
- Deliver Tomorrow's Engineers Week reaching 52,500 young people.

How did we do?

- Worked with 60 exhibitors to deliver the [Big Bang Fair](#) to 20,700 young people at the NEC in June, 64% were from priority schools; 88% of students said they enjoyed the Fair and 94% of reported increased knowledge of what people in STEM do.
- 954 young people submitted 349 projects into the [Big Bang Competition](#) to identify the UK Young Scientist and Engineer of the Year; 61% were from priority schools and 99% of students found the experience enjoyable, citing reasons such as teamwork and creativity.
- We also provide schools with resources and expert advice to deliver an in-school version of the Big Bang Fair – the [Big Bang at School](#), which reached 122 schools, 90% of which were priority schools, and reaching 31,200 young people.
- We greatly appreciate new funding from the RAF Charitable Trust that helped with some of the Big Bang at School delivery and enabled us to almost double our delivery of the Big Bang Blueprint - a supported template to run the Big Bang at School - reaching 131 schools and 51,400 young people; 87% of schools were priority schools and 80 received bursary support of £650.
- The [Climate Schools Programme](#) provides teachers with resources for lessons in science, geography and English which convey the engineering and technology solutions and adaptations to climate change. We thank The Helsington Foundation for their continued support which has enabled 386 schools registered to deliver CSP, 190 of which were priority schools, with an estimated reach of just under 30,000 students.
- We welcomed another major new funder, the Volvo For Life Fund to support Energy Quest workshops, alongside Nuclear Waste Services. These externally delivered half-day workshops provide students with lots of hands-on activities and understanding of clean energy, they were delivered to over 7,000 students in 93 schools. We also offer a teacher delivered version of Energy Quest with 106 schools signing up, 65 of which were priority schools, engaging nearly 10,000 students.
- 55,500 students took part in Tomorrow's Engineers week in November 2024, a celebration of engineering and technology careers designed to excite and inspire the next generation, 54% were from priority schools.

4. Advocacy - Advocacy and support to address policy and delivery challenges related to the sector's education, skills and workforce planning.

Why this is important

Advocating for policy improvements can help ensure young people get the opportunities they need to go into engineering and technology. By supporting vocational routes, we can grow the number of young people going into engineering, technology and technician careers.

What we said we would do during 2024/25

- Intensive engagement with new government, via conferences, roundtables, and Big Bang at Parliament and consultation responses.
- Work to develop partnerships in the devolved nations (focusing initially on Scotland).
- Support Engineer 2030 activity led by the Royal Academy of Engineering.

How did we do?

- We responded to a wide range of consultations and inquiries including those related to the Curriculum and Assessment Review, Migration Advisory Committee, budget and Comprehensive Spending Review etc. We also organised two roundtables with Skills England, industry and awarding organisations on foundation apprenticeships.
- We contributed to events at party conferences and held meetings with and provided regular briefings to a range of Ministers, high level civil servants, and Parliamentarians throughout the year. We also visited and identified opportunities for ongoing work with various education and skills organisations in Scotland including Education Scotland and Skills Development Scotland.
- We worked closely with the National Engineering Policy Centre and the Royal Academy of Engineering throughout the year including contributing to their work on Engineers 2030 principles and report.
- Our Big Bang at Parliament event in November attracted 25 Parliamentarians, with the Chair of the DESNZ committee serving as a keynote speaker.

Environmental sustainability

Our commitment to environmental sustainability is threaded through our work, supporting all four pillars of EUK's strategy as well as our culture and operations. Our main achievements in 2024-25 were as follows:

1. Research & Evidence

We updated our review of [workforce needs](#) associated with Net Zero and published [new guidance](#) on how to use environmental sustainability to inspire young people into engineering and technology, launching this with the Code community and presenting it at two conferences.

2. Leadership and Advocacy

We ensured that our submissions to the Curriculum & Assessment Review included engineering and technology climate solutions and their associated careers; secured the inclusion of EngineeringUK resources on the Department for Education's new 'Sustainability Support for Education' website; and conducted a comprehensive review of the DfE's 'Action Area 2: Green Skills and Careers'.

3. Activities for Schools

We launched our 'Tackling Climate Change' resource on the STEM Learning platform, promoting it with the STEM and Climate Ambassador community, Corporate Members, PEIs and others.

4. Culture & Operations

Our 2023-24 carbon footprint fell by 91 tCO₂e (-22%) compared to the previous year, mainly due to lower emissions associated with our investments; we are well ahead of our Science-Based Targets for carbon reduction. We held a series of Net Zero 'masterclass' webinars with PEIs to support them on their decarbonisation journeys. Following many years of lobbying our building management introduced proper waste management processes across all floors, with zero waste going to landfill.

Plans for 2025/26

1. Research and Evidence - Establishing the composition of the current engineering, technology & technician workforce, future workforce needs and how to address them by.

- Analysis of secondary, further and higher education data and workforce composition.
- Publish a summary of EngineeringUK's social impact, including evaluations of all school activities and wider work.
- Initiate work over a 5 year period to explore the extent to which multiple STEM engagements impact on young people's education attainment and choices; continue to seek funding for a larger, joint longitudinal research project.

2. Leadership - Leading efforts to grow the collective impact of all engineering inspiration and careers activities with young people.

- Continue to develop and drive usage of Neon; upload 110 new activities.
- Recruit 50 Signatories to The Tomorrow's Engineers Code with 80% of Signatories actively participating and deliver a one-day TE Live conference with 120 delegates.
- Continue to lead the Gender Pathways Project including community of practice meetings.
- Ongoing support for our Corporate Members and PEI's including support for promotion of professional registration.

3. Activities for schools - Expanding EngineeringUK's engagement to encourage more, and more diverse, young people into engineering, technician, and technology roles.

- Big Bang Fair for c22,000 young people at the NEC in June

- Big Bang at School/Blueprint for 83,000 young people.
- Big Bang Competition for 400+ projects, minimum of 60% from priority schools.
- Climate Schools Programme to 750 schools.
- Energy Quest to 7,150 students and 40 schools signed up for the teacher led version.
- Develop and deliver TE Week to 61,100 young people.
- Launch 'Ethics in engineering outreach' guide and other activity to embed ethics in outreach.
- Develop and pilot a new activity focused on engineering in food to 1,200 students.

4. Advocacy - Advocacy and support to address policy and delivery challenges related to the sector's education, skills and workforce planning by.

- Establish a new All Party Parliamentary Group on engineering and technology skills for growth.
- Deliver briefings on skills across the UK and continue our policy work in the regions with a focus in Scotland.
- Leadership of gender pathways policy & public affairs subgroup.

Our work is delivered in line with our values

- **Inclusive.** We are inclusive and care about diversity. We understand that we have different needs and create opportunities for everyone's voice to be heard.
- **Collaborative.** We are collaborative. We listen, share and work in partnership to achieve our vision.
- **Curious.** We are curious and keen to learn. We challenge ourselves and others to innovate and experiment.
- **Insightful.** We are insightful. We evaluate what we do and draw on research to make decisions and to improve our collective understanding.
- **Driven.** We are driven by a strong sense of purpose. We are determined to make an impact and achieve our goals.

Financial Review

The figures for 2024/25 represent results for the second year of our current 5-year strategy cycle. Income for the year is £10.00M, direct costs £10.08M, resulting in a deficit in operations of £0.08M. A net loss of £0.08M on our investments results in an overall deficit of £0.16M, which is aligned to the 5-year financial plan that underpins our strategy.

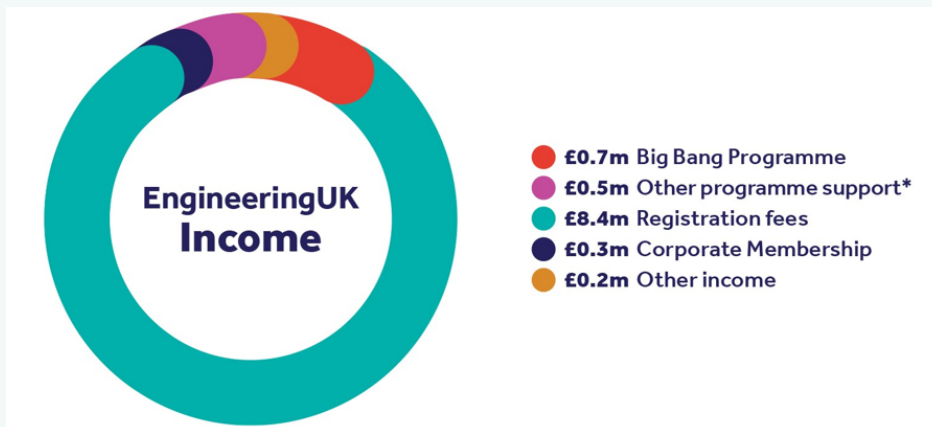
Income

As shown in Figure 1 below, EngineeringUK's main income source is the registration fees of professionally registered engineers and technicians which totals £8.4M (82%). We are grateful for

this valuable financial contribution from the members of PEIs. The registration fees also fund the Engineering Council in its role as the profession's regulatory body (EngineeringUK collects the fees on behalf of both organizations and passed a grant of £3.2M on to the Engineering Council during the period).

We are also supported by £0.3M of income from our Corporate Members which funds the work that we do to support their engagement activities as well as some of our core investment in research, policy etc.

Figure 1. Breakdown of income by source



*Note: 'Other Programmes' comprises Climate Schools Programme, Energy Quest, EDI bursaries and Communications support for Engineering and Manufacturing T Levels

Our largest programme is the Big Bang which in 2024/25 comprised the Big Bang Fair, the Big Bang Competition, Big Bang at School and Big Bang Blueprint. EngineeringUK has subsidized the Big Bang Fair and Competition since their inception, especially as fundraising for the face-to-face Big Bang Fair has been more challenging since returning in 2022 after the pandemic. EngineeringUK were delighted to secure major funding from The RAF Charitable Trust to support Big Bang Blueprint this year as well as some support for Big Bang at Schools. Direct costs for Big Bang Programme activity were £1M (during the year, offset by £0.7M of income).

We are grateful for the continued financial support from the Helsington Foundation for our Climate Schools Programme for the second year, enabling us to expand delivery after a successful pilot year. Funding was also received from Volvo Car UK Ltd to fund our Energy Quest activities for schools.

EngineeringUK would like to thank all of our corporate partners, funders and individuals for their financial support during the last year, those above £15k are listed below.

Contributions received between £15-50k

Atkins UK, Babcock, BBC, De Puy International, Intellectual Property Office, Leonardo UK, Malcolm Brinded, National Grid, National Highways, Network Rail, Nuclear Decommissioning Authority, Nuclear Waste Services, Orsted, Rolls Royce Plc, Siemens Plc, Specsavers, Stantec and The Institute of Healthcare Engineering & Estate Management

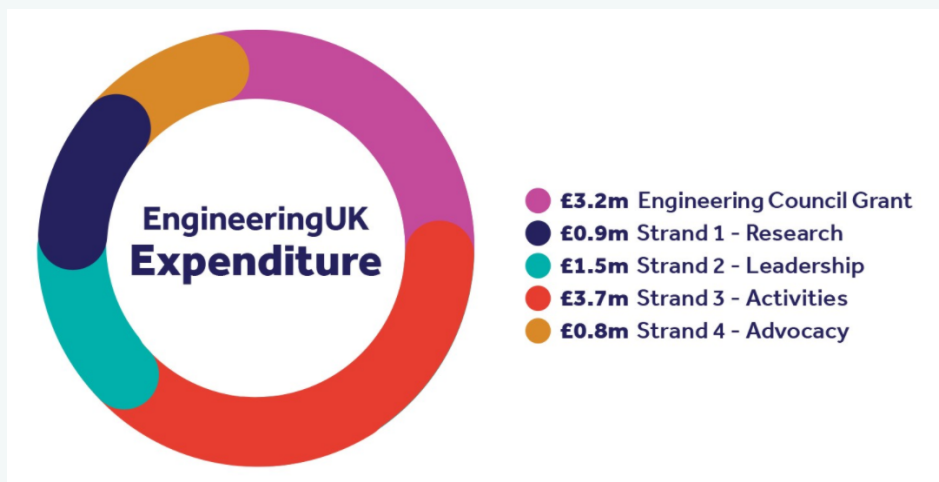
Contributions received between £50-200k

Gatsby Charitable Foundation, Helsington Foundation, RAF Charitable Trust and Volvo Car UK Ltd

Expenditure

Costs for the year were £10.08M across five areas as shown in Figure 2 below. With the challenging fundraising environment, minimizing costs was important. Staff undertook several procurement processes to ensure value for money and secure efficiencies. EngineeringUK also maximized returns from bank interest on our fixed deposits. We share our offices and some of our services with the Engineering Council, and for part of the year, also with STEM Learning, increasing our efficiency and the return on our shared funding stream.

Figure 2. Breakdown of expenditure across the four strategic pillars alongside the annual grant to Engineering Council.



Balance Sheet and cash flow

Group reserves and net assets decreased during the year by £0.16M (following a £0.1M decrease in 2023/24). Total funds at 31 August 2025 were £3.0M, of which none was restricted and £1.4M was designated, leaving free reserves of £1.6M. Group cash decreased by £0.7m to £3.0m, while the value of investments increased by £0.1m to £1.6m.

Investment policy

There are no restrictions on the Charity's power to invest, and the investment return targeted by our Investment Policy is to achieve inflation (CPI) +4% over the long term (5+ years). Investments are allocated to specific funds within agreed asset allocation ranges, and their performance is regularly

reviewed against appropriate benchmarks. During the year EngineeringUK switched investment managers to CCLA Investment Management. With the volatile external market, investment performance in 2024/25 was below benchmark.

Subsidiaries

EngineeringUK has a limited company, Scenta Limited as a subsidiary. The purpose of the company was for EUK trading activities, but this company is currently dormant. EngineeringUK also has the Big Bang Education Community Interest Company as a subsidiary, which was set up to deal with all arrangements and transactions related to the Big Bang Programme. As at the end of the 2023/24 financial year, this company has been made dormant with all operational delivery moving to EngineeringUK.

Reserves policy

EngineeringUK maintains reserves for the following reasons.

- EngineeringUK has multiple income streams with varying degrees of volatility. Reserves are held for contingency purposes.
- Investment balances are vulnerable to market conditions.
- EngineeringUK is a participating employer of the Engineering Council Pension Scheme. In the remote circumstances that Engineering Council was unable to meet its obligations and liabilities relating to the Scheme, the obligation would move to EngineeringUK.
- Reserves allow potential “step change” in programmes aimed to maximise impact for beneficiaries.

EngineeringUK has three designated funds: (1) the pension fund is to support the closure of an historic defined benefit pension scheme; (2) the infrastructure fund is to enable EngineeringUK to undertake one-off larger projects unaffordable during a normal budget cycle (e.g., a new website, IT project, office works or to pilot a new engagement project); and (3) the fixed asset fund holds the value of un-depreciated fixture and fittings within EngineeringUK.

Total designated funds increased by £210k over the year. The pension fund increased by £300k from a transfer from general reserves to bring it to a total of £1M. A total of £25k has been spent from the £241k infrastructure fund in place at the start of the year on implementing and embedding a new finance system (Microsoft Business Central) as well as a new schools data CRM system (Microsoft Fabrik), leaving £216k at year end. The bulk of these funds is earmarked for further development work to support our digital strategy, data strategy and embracing AI. The fixed assets fund has reduced by £65k from depreciation over the year.

The Board has determined that the company should have between £1.5M and £2.5M in “free” reserves as represented by the General Fund. Currently, EUK’s general fund reserve is £1.6m, which remains within our policy range.

The reserves position is set out below:

£000	31 August 2025	31 August 2024
General Fund	1,629	1,996
Designated Funds:		
Fixed Assets Fund	175	240
Infrastructure Fund	216	241
Pension Fund	1,000	700
Total Designated Funds	1,391	1,181
Total Funds	3,020	3,177

Risk management, principal risks and uncertainties

A Risk Management Policy is in place that sets out how EngineeringUK views, identifies, assesses and manages risk through its Risk Registers. EngineeringUK’s approach is to minimise exposure to reputational, compliance and financial risk, while accepting that a certain level of risk must be taken to achieve its strategic objectives. Acceptance of risk is subject to ensuring that risks and potential benefits are fully considered and understood before activities are undertaken and that sensible measures are in place to mitigate risk.

Engineering UK’s risk appetite varies with the area of activity as follows:

- We are risk averse or accept only minimal risk in: Health & Safety, Safeguarding, Compliance & Governance, Data Protection, Cyber Security and People and Culture
- We take a cautious approach, that is, we prefer safe options that have a low degree of residual risk, in: Reputation and Financial Sustainability.
- We have an open approach, willing to consider all potential options and choose one that is most likely to result in successful delivery, despite the potential for some degree of risk, in: Impact, Programme Delivery and Influencing.
- We are eager to innovate and to choose options offering potentially higher reward, despite greater inherent risk in Collaboration and Programme Innovation.

A Corporate Risk Register identifies risks that could have an impact on the company’s ability to deliver its strategic objectives. It is reviewed monthly by the Executive Team. The Audit, Risk and Investment Committee, who have delegated responsibility from the Board, review the risk register in detail at least three times a year. The risk register is shared with the Board following review by The Audit, Risk and Investment Committee. Twice a year The Audit, Risk and Investment Committee do a “deep dive” into one or multiple risks, and new for 2025/26, all mitigations and actions will be audited and reported back to the committee over the year.

The most significant risks faced by EngineeringUK are identified in the table below alongside mitigations to minimise these risks. Our risks have reduced over the course of the year due to successes in reaching schools and securing funding for delivery in 2024/25. The only 'red risk' is for data breach even though we have taken many mitigating actions, as we recognise that even much more well-resourced organisations than ours are susceptible to data breaches.

Risk	Mitigation
Data breach or lack of compliance	<ul style="list-style-type: none"> • GDPR and data Retention policies in place and mandatory training for staff in these areas and cyber security. • Enhanced IT external security monitoring of our systems operation and providing incident response in the event of any systems errors or cyber-attacks. • Regular phishing simulations to keep staff alert, any staff who fail automatically undertake a refresher course. • All appropriate contracts cover the transfer of data between EUK and all third-party suppliers.
Delivery partners unable to deliver	<ul style="list-style-type: none"> • Using multiple delivery partners to provide resilience. • Due diligence process conducted on all delivery partners. • Annual review built into contracts for new multi-year programmes. • More activities delivered in-house. • Expanding teacher-led activities.
Failure to demonstrate relevance	<ul style="list-style-type: none"> • Continuously evaluate and iterate our activities based on feedback and evaluation and co-create/test any changes or new activities with users. Audience insights and evaluation findings shared with stakeholders. • Annual stakeholder survey - 2025 data is very positive. • Regular conversations with PEIs, Corporate Members and other partners to understand their needs and interests. • Our work is driven by workforce shortages and tackles Equity, Diversity and Inclusion, social justice and environmental sustainability providing wide relevance.
Reputational damage	<ul style="list-style-type: none"> • Annual stakeholder survey helps us understand what works well and where we can make improvements. • We have a wide range of policies that cover our commitment to Equity, Diversity and Inclusion, Environmental Sustainability and Safeguarding, as well as operational policies that include Health and Safety, Human Resources and IT governance. • Supplier contracts negotiated ensuring measurable KPI's, especially for delivery partners and suppliers supporting major events.

Mismatch between EUK fundraising income and strategy	<ul style="list-style-type: none"> • Continue consultation with funders and potential funders to understand what they are looking for from EUK. • Set stretching income targets beyond budget to raise more than is needed to generate a buffer. • Business Development Council provides insight on corporate needs and interests and creates champions in industry.
Reduction in EUK longer term financial stability	<ul style="list-style-type: none"> • Financial planning and comprehensive annual budget process. • Embracing efficiencies through procurement and technology. • Strategic planning to close historic pension plan by 2030. • Plan to diversify income and careful monitoring of investments.

Statement of trustees' responsibilities

The trustees are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the group and the parent charity and of the incoming resources and application of resources, including the net income or expenditure, of the group for the year. In preparing these financial statements the trustees are required to:

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

The trustees are responsible for keeping accounting records that disclose with reasonable accuracy at any time the financial position of the group and the parent charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements and other information included in annual reports may differ from legislation in other jurisdictions.

Information to Auditor

Each of the directors has confirmed that so far as they are aware, there is no relevant audit information of which the company's auditor is not aware, and that they have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Iain Conn

Chairman

Approved by the Board on 8 December 2025 and signed on its behalf

In approving this report, the directors approve the Trustees' Report for charity law purpose and the Directors' Report and Strategic Report for company law purposes.

Independent auditor's report to the members of The Engineering and Technology Board

Opinion

We have audited the financial statements of The Engineering and Technology Board (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 August 2025 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as 31 August 2025 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulation 2006 (as amended)

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

on The Engineering and Technology Board's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other Information

The other information comprises the information included in the trustees' annual report, including the strategic report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report, including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit

Responsibilities of trustees

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

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the audit and risk committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Judith Miller (Senior statutory auditor)

15 December 2025

for and on behalf of Sayer Vincent LLP, Statutory Auditor

110 Golden Lane, LONDON, EC1Y 0TG

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

The Engineering and Technology Board

**Consolidated Statement of Financial Activities (incorporating an Income and Expenditure Account)
for the year ended 31 August 2025**

	Note	Year ended 31 August 2025			Year ended 31 August 2024		
		Unrestricted Funds £000	Restricted Funds £000	Total Funds £000	Unrestricted Funds £000	Restricted Funds £000	Total Funds £000
Income and endowments from:							
Charitable activities	2	9,202	674	9,876	9,024	676	9,700
Investments	5	127	-	127	138	-	138
Total		9,329	674	10,003	9,162	676	9,838
Expenditure on:							
Grants payable in furtherance of the charity's objects	10	3,184	-	3,184	3,033	-	3,033
Research and Evidence		918	2	920	887	237	1,124
Leadership		1,479	4	1,483	1,493	10	1,503
Activities for schools		3,047	664	3,711	3,235	424	3,659
Advocacy		778	4	782	742	5	747
Total	6	9,406	674	10,080	9,390	676	10,066
Total income less expenditure excluding investment gains/(losses)		(77)	-	(77)	(228)	-	(228)
Net (loss)/ gains on investments	11	(79)	-	(79)	127	-	127
Net movement in funds		(156)	-	(156)	(101)	-	(101)
Reconciliation of funds:							
Total funds brought forward		3,177	-	3,177	3,278	-	3,278
Total funds carried forward	18	3,021	-	3,021	3,177	-	3,177

All transactions arose from continuing activities.

All gains and losses are included above.

Movements in funds are disclosed in note 18a to the financial statements.

The Engineering and Technology Board
Company Number 4322409

Consolidated and Company Balance Sheets as at 31 August 2025

		Group		Company	
		31 August	31 August	31 August	31 August
		2025	2024	2025	2024
	Note	£000	£000	£000	£000
Fixed Assets					
Intangible assets	12	11	23	11	23
Tangible assets	13	186	217	186	217
Investments	11	1,570	1,649	1,570	1,649
		1,767	1,889	1,767	1,889
Current Assets					
Debtors and prepayments	15	2,540	1,658	2,540	1,658
Deposits and cash		3,177	3,923	3,177	3,923
		5,717	5,581	5,717	5,581
Current Liabilities					
Amounts falling due within one year					
Creditors	16	(1,058)	(893)	(1,058)	(893)
Deferred income	17	(3,405)	(3,400)	(3,405)	(3,400)
		(4,463)	(4,293)	(4,463)	(4,293)
Net Current Assets		1,254	1,288	1,254	1,288
Total Net Assets		3,021	3,177	3,021	3,177
Unrestricted funds					
General		1,630	1,996	1,630	1,996
Designated		1,391	1,181	1,391	1,181
Total funds	20	3,021	3,177	3,021	3,177

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 8 December 2025

Iain Conn
Chairman of the Board

Erol Mustafa
Chair of the Audit Committee

The Engineering and Technology Board

Consolidated Cash Flow Statement for the year ended 31 August 2025

CONSOLIDATED CASH FLOW STATEMENT	Note	Year ended 31 August 2025	Year ended 31 August 2024
		£000	£000
Cash flows from operating activities:			
Net cash (used in) operating activities		(851)	(850)
Cash flows from investing activities:			
Dividends and interest	5	127	138
Purchase of property, plant and equipment and		(22)	(19)
Net cash provided by investing activities		105	119
Change in cash and cash equivalents in the year		(746)	(731)
Cash and cash equivalents at 1 September		3,923	4,654
Cash and cash equivalents at 31 August		3,177	3,923
RECONCILIATION OF NET INCOME / (EXPENDITURE) TO NET CASH PROVIDED BY OPERATING ACTIVITIES		Year ended 31 August 2025	Year ended 31 August 2024
		£000	£000
Net (expenditure) for the reporting period (as per the statement of financial activities)		(156)	(101)
Adjustments for:			
Depreciation and amortisation charges		65	68
Loss/ (Gain) on investments		79	(127)
Dividends and interest		(127)	(138)
(Increase) in debtors		(882)	(100)
Increase/(Decrease) in creditors		165	(311)
(Decrease) in income in advance		5	(141)
Net cash provided by operating activities		(851)	(850)

Notes to the financial statements for the year ended 31 August 2025

1. STATEMENT OF ACCOUNTING POLICIES

1.1 Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP (FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

EngineeringUK meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historic cost or transaction value with the exception of investments which are included at market value.

The company holds no complex financial instruments nor are there any areas of material estimation uncertainly affecting the accounts.

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

1.2 Company status

The charity is a company limited by guarantee. The members of the company are defined in the Memorandum and Articles of Association. In the event of the charity being wound up the liability in respect of the guarantee is limited to £1 per member of the charity.

1.3 Group financial statements

These financial statements consolidate the results of the charitable company and Big Bang Education CIC on a line-by line basis. Big Bang Education CIC became dormant on 23 August 2024 and there has been no activity in this entity in the year ended 31 August 2025. However, consolidated accounts have continued to be prepared this year for the purpose of the comparatives, due to there having been activity in the prior year. A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not presented because advantage has been taken of exemptions afforded by section 408 of the Companies Act 2006.

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

1.4 Going concern

At 31 August 2025 EngineeringUK holds free reserves of £1.8m. The trustees consider there to be no material uncertainties about the charity's ability to continue as a going concern for at least a year to November 2026.

1.5 Income

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

Income from Registration fees is accounted for on an accruals basis. Fees are received from institutions, throughout the year, by instalments at an agreed level. At year end an estimate is made of any underpayment or overpayment and of fees due. These amounts are shown under the income and income in advance notes. Income from grants is recognised when income from the grant is due. Where the grant relates to performance and specific deliverables it is accounted for as the charity earns the right to consideration by its performance. Sponsorship and other income received from industry is accounted for on an accruals basis.

Notes to the financial statements for the year ended 31 August 2025

1. STATEMENT OF ACCOUNTING POLICIES - continued

1.6 Investment Income

Investment income and interest received from bank deposits and gilt-edged securities are accounted for on an accruals basis. Dividends from equity investments are accounted for on a receivable basis. Investments are included in the Balance Sheet at market value. Realised and unrealised gains and losses are included in the Statement of Financial Activities.

1.7 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of resources.

Other allocated costs have been apportioned against strands of activity based on staff and resource utilization. These costs include expenditure on Finance & Corporate Services such as IT, office and governance costs as well as chief executive and HR costs. All other costs are considered to be costs to further EngineeringUK's charitable activities.

1.8 Grants payable

Grants are recognised in the financial statements when an obligation to pay the grant occurs. Where grants are subject to performance conditions the obligation is recognised when the conditions are met, or when there is an expectation that the grant will be paid. Grants that are potentially payable in future years, but do not meet the above criteria for immediate recognition are recognised in the designated fund.

1.9 Pension Costs

The Group is a participating employer in The Engineering Council Pension Scheme. This is a contracted-out defined benefit pension scheme for those employees transferred from Engineering Council which requires contributions to be made to a separately administered fund. Contributions to this fund are charged in the Statement of Financial Activities (SOFA) so as to spread the cost of pensions over the employees' working lives within the Group. The regular cost is attributed to individual years using the projected unit method.

The scheme was closed to new members in February 2002 and in April 2012 the scheme ceased to accrue benefits for remaining members. EngineeringUK is a participating employer in the scheme and therefore has a liability to the scheme. A full actuarial valuation of the fund is carried out every three years by The Engineering Council Pension Scheme actuary, with annual actuarial reports in the interim years. A share of liabilities are reflected in the Balance Sheet if there are net liabilities in the scheme at the date of the latest valuation.

The Group also contributes to a defined contribution pension scheme for staff who are not in the defined benefit scheme. The employer contributes 10% of basic salary and the employee 5%. Contributions to these arrangements are charged to the SOFA in the period in which they are due.

1.10 Tangible Fixed Assets and Depreciation

Tangible fixed assets, individually or in aggregate, costing more than £1,000 are capitalised and included at cost including any incidental expenses on acquisition.

Depreciation is provided on all tangible fixed assets at rates calculated to write off their cost evenly over their expected useful lives as follows:

Computer and office equipment	- 3 to 5 years
Fixtures and fittings	- 2 to 5 years or the remainder of property lease

Notes to the financial statements for the year ended 31 August 2025

1. STATEMENT OF ACCOUNTING POLICIES - continued

1.11 Intangible Fixed Assets and Amortisation

Acquired intangible fixed assets costing more than £1,000 are capitalised and included at cost.

Intangible fixed assets are amortised at rates calculated to write off the assets on a straight line basis over their estimated useful economic lives. Impairment of intangible assets is reviewed where circumstances indicate that the carrying value of an asset may not be fully recoverable.

1.12 Operating Leases

Rentals applicable to operating leases are charged to the SOFA over the period in which the cost is incurred.

1.13 Value Added Tax

Irrecoverable VAT input charges have been included in the expenditure areas to which they relate.

1.14 Funds

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

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

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

1.15 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

1.16 Investments

Listed investments

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

Investments in subsidiaries

Investments in subsidiaries are at cost.

1.17 Debtors

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

1.18 Cash at bank and in hand

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

1.19 Creditors and provisions

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

The Engineering and Technology Board

Notes to the financial statements for the year ended 31 August 2025

2. INCOME FROM CHARITABLE ACTIVITIES

Year ended 31 August 2025

Year ended 31 August 2024

	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£000	£000	£000	£000	£000	£000
EC Registration fees	8,349	-	8,349	8,074	-	8,074
Corporate and Network Member fees	314	-	314	337	-	337
Sponsorship and Grants for projects	501	636	1,137	498	444	942
Other income	38	38	76	115	232	347
	<u>9,202</u>	<u>674</u>	<u>9,876</u>	<u>9,024</u>	<u>676</u>	<u>9,700</u>

3. NET INCOME FROM TRADING ACTIVITIES - SCENTA LIMITED

Scenta Limited acts as the trading subsidiary of EngineeringUK. The entity is dormant in 2024/25.

4. BIG BANG EDUCATION CIC

Big Bang Education CIC (company number: 07264555) is a wholly owned subsidiary of EngineeringUK. Big Bang Education CIC was set up to deliver the Big Bang National Fair and the Big Bang Near Me fairs. Trustees Rashada Harry, Janet Young and James Smith, as well as Dr Hilary Leever, the CEO of EngineeringUK are also directors of Big Bang Education CIC.

The Directors of Big Bang CIC agreed to transfer the CIC's undertakings on 23 August 2024 to EngineeringUK, making the company dormant.

Year ended 31 August 2025

Year ended 31 August 2024

	£000	£000
Turnover (External)	-	562
Contribution from EngineeringUK	-	12
Cost of Sales	-	(893)
Gross Profit	-	(319)
Transfer of net liabilities to EngineeringUK	-	457
Administration Costs	-	(138)
Operating Result	-	-
Taxation	-	-
Retained (Loss)/Profit for year	-	-

Notes to the financial statements for the year ended 31 August 2025

	Year ended 31 August 2025 £000	Year ended 31 August 2024 £000
5. INVESTMENT INCOME		
Bank Interest Receivable	81	94
Other Investment Income	46	44
Total Investment Income	127	138

The investment income arises from investments in UK investment funds.

6a. CHARITABLE EXPENDITURE (Current year)

Analysis of expenditure on charitable activities

	Year ended 31 August 2025				
	Activities undertaken directly £000	Grant funding of activities £000	Direct staff costs £000	Support costs £000	Total costs £000
Grant to Engineering Council	-	3,184	-	-	3,184
Research and Evidence	79	-	487	354	920
Leadership	124	-	887	472	1,483
Activities for schools	1,157	-	1,380	1,174	3,711
Advocacy	71	-	356	355	782
Total expenditure	1,431	3,184	3,110	2,355	10,080

Analysis of support costs	Research and Evidence	Leadership	Activities for Schools	Advocacy	Total costs	Basis of allocation
	£000	£000	£000	£000	£000	
Management	73	97	244	73	487	Support costs have been allocated on the basis of staff and resource utilization across each area.
Finance and HR	114	153	382	114	763	
Governance	82	109	273	82	546	
Premises and office services	74	98	237	75	484	
Depreciation	8	10	26	8	52	
Insurance	3	5	12	3	23	
Total	354	472	1,174	355	2,355	

Within support costs there is £1,472k of staff costs.

The Engineering and Technology Board

Notes to the financial statements for the year ended 31 August 2025

6b. CHARITABLE EXPENDITURE (Prior year)

Analysis of expenditure on charitable activities

	Year ended 31 August 2024				
	Activities undertaken directly	Grant funding of activities	Direct staff costs	Support costs	Total costs
	£000	£000	£000	£000	£000
Grant to Engineering Council	-	3,033	-	-	3,033
Research and Evidence	341	-	462	321	1,124
Leadership	205	-	871	427	1,503
Activities for schools	1,236	-	1,359	1,064	3,659
Advocacy	104	-	322	321	747
Total expenditure	1,886	3,033	3,014	2,133	10,066

Analysis of support costs

	Research and Evidence	Leadership	Activities for schools	Advocacy	Total costs	Basis of allocation
	£000	£000	£000	£000	£000	Support costs have been allocated on the basis of staff and resource utilization across each area.
Management	66	88	218	66	438	
Finance and HR	103	137	342	103	685	
Governance	74	98	244	74	490	
Premises and office services	65	87	217	65	434	
Depreciation	10	13	33	10	66	
Insurance	3	4	10	3	19	
Total	321	427	1,064	321	2,133	

Within support costs there is £1,349k of staff costs.

7. NET INCOME / (EXPENDITURE) FOR THE YEAR

This is stated after charging / (crediting):

	Group		Company	
	Year ended 31 August 2025	Year ended 31 August 2024	Year ended 31 August 2025	Year ended 31 August 2024
	£000	£000	£000	£000
Depreciation and amortisation	65	68	65	68
Operating lease rentals payable:				
Property	166	202	166	202
Auditor's remuneration:				
Audit fees	20	22	20	17
Other services	2	5	2	5

Notes to the financial statements for the year ended 31 August 2025

8. STAFF COSTS INCLUDING PENSIONS AND SOCIAL SECURITY COSTS

Group and parent:

The average number of persons employed by EngineeringUK during the period in the following categories was:

	Year ended 31 August 2025	Year ended 31 August 2024	Year ended 31 August 2025	Year ended 31 August 2024
	No (FTE)		No (Total employed)	
Executive team	5	5	5	5
Staff in direct activities	45	45	47	47
Secretarial and administrative staff	14	13	15	14
Total Staff	64	63	67	66

The actual staff employed at period end was 66 (2024: 65).

Staff Costs	Year ended 31 August 2025	Year ended 31 August 2024
	£000	£000
Salaries	3,364	3,228
Social security costs	423	363
Other pension costs	635	556
Other staff benefits	66	73
Temporary and agency staff	20	26
Termination and redundancy payments	-	-
Recruitment, training, travel and other expenses	143	115
	4,651	4,361

Number of employees whose emoluments exceeded £60,000 for the period were as follows:

	Year ended 31 August 2025	Year ended 31 August 2024
Exceeding £60,000 but not exceeding £70,000	6	3
Exceeding £70,000 but not exceeding £80,000	2	3
Exceeding £80,000 but not exceeding £90,000	3	1
Exceeding £90,000 but not exceeding £100,000	0	1
Exceeding £110,000 but not exceeding £120,000	1	0
Exceeding £120,000 but not exceeding £130,000	0	1
Exceeding £130,000 but not exceeding £140,000	1	1
Exceeding £140,000 but not exceeding £150,000	1	1
Exceeding £150,000 but not exceeding £160,000	1	0
Exceeding £180,000 but not exceeding £190,000	0	1
Exceeding £220,000 but not exceeding £230,000	1	0

EngineeringUK has provision in the Company's Memorandum of Association and approval from the Charity Commission to remunerate the Chair for their duties. The Chair has waived his remuneration. No other trustee received any emoluments during the year.

The total employer contributions during the period to the defined contribution pension schemes relating to the higher paid staff above was £91,177 for 16 employees (2024: £60,083 for 12 employees). None of the higher paid employees above was a member of the Engineering Council Pension Scheme, a defined benefit scheme.

The Chief Executive who served during the year is not a director of the company or a trustee.

Notes to the financial statements for the year ended 31 August 2025

8. STAFF COSTS INCLUDING PENSIONS AND SOCIAL SECURITY COSTS - continued

Key Management Personnel

The Key Management Personnel comprises the executive management team and is made up of the following positions within the organisation:

Chief Executive
Director of Finance and Corporate services
Director of Communications
Director of Business & Industry
Director of Engagement Programmes

The total remuneration, benefits and pensions paid to them in the year was:

	Year ended 31 August 2025	Year ended 31 August 2024
	£000	£000
Salaries	696	670
Staff benefits	78	52
Pension costs	70	67
Employer NI	96	93
	940	882

9. RELATED PARTY TRANSACTIONS

Engineering Council

Engineering Council (EC) is a related party to EngineeringUK. Under its supplemental charter of the 22 March 2002, EngineeringUK may appoint 7 of its 22 Board members. By its Regulations, EC has assigned all income from its registration fees to EngineeringUK. Changes to this regulation cannot be made without EngineeringUK's approval. The level of fee is determined by EngineeringUK. During the period ended 31 August 2024 the following transactions took place:

1. EC assigned all income derived from Registration fees, £8.3m (2024: £8 million), to EngineeringUK.
2. EngineeringUK provided a grant to EC of £3.2m (2024: £3 million) to fund its operations.
3. EngineeringUK and EC occupied the same floor at Lower Thames Street for the year. The lease is jointly held. Where possible each party paid directly for its own costs.
4. At 31 August 2025 EngineeringUK owed EC £nil (2024: EngineeringUK owed EC £3.8k) relating to office service charges.

Trustees

Carl Ennis was a trustee of EngineeringUK and also The CEO of Siemens Plc in Great Britain and Ireland, which is a corporate member of EngineeringUK under normal business terms as well as a sponsor of the Big Bang Competition. At 31 August 2025 there were nil amounts outstanding to EngineeringUK from Siemens Plc (2024: £nil).

Jacqui Ferguson is a trustee of EngineeringUK and also a Non-Executive Director of National Grid, which is a strategic corporate member of EngineeringUK under normal business terms. At 31 August 2025 there was £23k outstanding to EngineeringUK from National Grid (2024: £nil).

Pete Sellars is a trustee of EngineeringUK and also The CEO of Institute of Healthcare Engineering and Estate Management (IHEEM), which is a sponsor of the Big Bang Fair and Competition. At 31 August 2025, there was £12k outstanding to EngineeringUK from IHEEM (2024: £0k).

All related party transactions were on normal commercial terms.

The Engineering and Technology Board

Notes to the financial statements for the year ended 31 August 2025

9. RELATED PARTY TRANSACTIONS - continued

Expenses reimbursed to and paid on behalf of trustees

Expenses were reimbursed to or paid on behalf of Trustees during the year as follows:

	Year ended 31 August 2025	Year ended 31 August 2024
	£	£
Travel and subsistence	1,589	697
	<hr/>	<hr/>
Number of Trustees reimbursed for expenses or who had expenses paid on their behalf	2	2
	<hr/>	<hr/>

10. GRANTS PAID

	Year ended 31 August 2025	Year ended 31 August 2024
	£000	£000
Engineering Council	3,184	3,033
	<hr/> <hr/>	<hr/> <hr/>

11. FIXED ASSET INVESTMENTS (OF THE COMPANY AND GROUP)

	Year ended 31 August 2025	Year ended 31 August 2024
	£000	£000
Market value at start of period	1,649	1,522
Realised/unrealised gain for the period	(79)	127
	<hr/>	<hr/>
Market value at 31 August	1,570	1,649
	<hr/> <hr/>	<hr/> <hr/>

Notes to the financial statements for the year ended 31 August 2025

12. INTANGIBLE FIXED ASSETS (OF THE COMPANY AND GROUP)

	Licence £000
Cost	
Brought forward 1 September	124
Acquisitions during period	-
Carried forward 31 August	124
Amortisation	
Brought forward 1 September	101
Charge for period	12
Carried forward 31 August	113
Net Book Value	
31 August 2025	11
31 August 2024	23

All assets are used by the charity for its own purposes. Scenta Limited & Big Bang Education CIC have no intangible fixed assets, and all activities are now transferred to EngineeringUK.

13. TANGIBLE FIXED ASSETS (OF THE COMPANY AND GROUP)

	Computer and office equipment £000	Fixtures and fittings £000	Total £000
Cost			
Brought forward 1 September	77	329	406
Acquisitions during period	22	-	22
Disposals during period	(33)	-	(33)
Carried forward 31 August	66	329	395
Depreciation			
Brought forward 1 September	48	141	189
Charge for Period	19	34	53
Disposals during period	(33)	-	(33)
Carried forward 31 August	34	175	209
Net Book Value			
31 August 2025	32	154	186
31 August 2024	29	188	217

All assets are used by the charity for its own purposes. Scenta Limited & Big Bang Education CIC have no fixed assets, and all activities are now transferred to EngineeringUK.

14. INVESTMENT IN SUBSIDIARY COMPANIES

EngineeringUK holds 100% of the issued share capital of Scenta Limited (dormant) of 1 ordinary share of £1. It also owns Big Bang Education CIC, a company limited by guarantee, with a guarantee of £1.

Notes to the financial statements for the year ended 31 August 2025

15. DEBTORS AND PREPAYMENTS

	Group		Company	
	31 August 2025	31 August 2024	31 August 2025	31 August 2024
	£000	£000	£000	£000
Other debtors	124	243	124	243
Registration fees due	2,263	1,314	2,263	1,314
Prepayments and accrued income	153	101	153	101
	2,540	1,658	2,540	1,658

Registration Fees Due represent fees yet to be paid over by Institutions for 2024/25. The fees are due from registrants on 1st January but, by agreement, are paid over by instalments over the year.

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Company	
	31 August 2025	31 August 2024	31 August 2025	31 August 2024
	£000	£000	£000	£000
Trade creditors	203	133	203	133
Pension scheme	98	46	98	46
Taxation, including Income Tax	110	94	110	94
Accruals	327	300	327	300
Dilapidations provision	320	320	320	320
	1,058	893	1,058	893

17. DEFERRED INCOME

	Group		Company	
	31 August 2025	31 August 2024	31 August 2025	31 August 2024
	£000	£000	£000	£000
EC registration fees	3,225	3,165	3,225	3,165
Members fees received in advance	127	201	127	201
Project income in advance	53	34	53	34
	3,405	3,400	3,405	3,400

Deferred income	Group		Company	
	31 August 2025	31 August 2024	31 August 2025	31 August 2024
	£000	£000	£000	£000
Balance at the beginning of the year	3,400	3,541	3,400	3,537
Amount released to income in the year	(3,215)	(3,341)	(3,215)	(3,373)
Amount deferred in the year	3,220	3,200	3,220	3,236
Balance at the end of the year	3,405	3,400	3,405	3,400

Income from registration fees is accounted for on an accruals basis. The above represents income to be recognised over the remainder of the calendar year.

The Engineering and Technology Board

Notes to the financial statements for the year ended 31 August 2025

18a. FUNDS (current year)

Movements in the Funds during the year have been as follows:

	1 September 2024	Income for the period	Expenditure and other recognised gains/(loss)	Reserve transfers	31 August 2025
	£000	£000	£000	£000	£000
Restricted funds:					
The Big Bang Fair	-	73	(73)	-	-
Big Bang Near Me	-	128	(128)	-	-
Other programmes	-	473	(473)	-	-
Total restricted funds	-	674	(674)	-	-
General Fund	1,996	9,329	(9,395)	(300)	1,630
Designated Funds					
Fixed Assets Fund	240	-	(65)	-	175
Infrastructure Fund	241	-	(25)	-	216
Pension Fund	700	-	-	300	1,000
Total Designated Fund	1,181	-	(68)	300	1,391
Total Funds	3,177	10,003	(10,159)	-	3,021

There were nil restricted funds held at 31 August 2025. The fixed assets fund represents funds that have been spent on fixed assets, these fixed assets are necessary for the charity's continuing activities. The infrastructure fund is to enable EUK to undertake one-off larger projects unaffordable during a normal budget cycle. The Pension Fund reserve is to set aside funds for the Engineering Council historic defined benefit pension scheme. The General Reserve represents free funds that are not designated for particular purposes.

The Other programmes restricted fund includes activities related to Climate Schools Programme, Energy Quest, EDI Bursaries and Communications support for Engineering and Manufacturing T-Levels

18b. FUNDS (prior year)

Movements in the Funds during the prior year are as follows:

	1 September 2023	Income for the period	Expenditure and other recognised gains/(loss)	Reserve transfers	Restated 31 August 2024
	£000	£000	£000	£000	£000
Restricted funds:					
The Big Bang Fair	-	53	(53)	-	-
Big Bang Near Me	-	10	(10)	-	-
Other programmes	-	613	(613)	-	-
Total restricted funds	-	676	(676)	-	-
General Fund	2,090	9,162	(8,991)	(265)	1,996
Designated Funds					
Fixed Assets Fund	288	-	(48)	-	240
Infrastructure Fund	300	-	(224)	165	241
Pension Fund	600	-	-	100	700
Total Designated Fund	1,188	-	(272)	265	1,181
Total Funds	3,278	9,838	(9,939)	-	3,177

Notes to the financial statements for the year ended 31 August 2025

19. COMMITMENTS

Operating lease commitments payable as a lessee

The following payments will be made in respect of future minimum commitments on operating leases expiring:

	Company and Group	
	31 August 2025	31 August 2024
	Land and Buildings	Land and Buildings
	£000	£000
Due within one year	110	220
Due within two to five years	771	661
Total due	881	881

20a. ANALYSIS OF NET ASSETS BETWEEN FUNDS (current year)

Fund balances at 31 August 2025 are represented by:	General funds £000s	Designated funds £000s	Total £000s
Fixed assets and investments	1,570	197	1,767
Current assets	4,501	1,216	5,717
Current liabilities	(4,463)	-	(4,463)
Total net assets	1,608	1,413	3,021

20b. ANALYSIS OF NET ASSETS BETWEEN FUNDS (prior year)

Fund balances at 31 August 2024 are represented by:	General funds £000s	Designated funds £000s	Total £000s
Fixed assets and investments	1,649	240	1,889
Current assets	4,640	941	5,581
Current liabilities	(4,293)	-	(4,293)
Total net assets	1,996	1,181	3,177

21. PARENT CHARITY

The parent charity's gross income and the results for the year are disclosed as follows:

	Year ended 31 August 2025	Year ended 31 August 2024
	£	£
Gross income	9,925	9,426
Result for the year	(155)	352

Notes to the financial statements for the year ended 31 August 2025

22. PENSIONS

The Engineering Council Pension Scheme

In 2002 a number of staff transferred to EngineeringUK from Engineering Council under TUPE arrangements. To accommodate this EngineeringUK became a participating employer of the Engineering Council Pension Scheme.

The company operates a pension scheme providing benefits based on final pensionable pay. The assets of the scheme are held separately from those of the company, being invested in The Engineering Council Pension Scheme. Contributions to the fund are charged to the income and expenditure account (statement of financial activities) so as to spread the cost of pensions over employees' working lives with the company. On 26 February 2002 the company decided not to offer membership of the scheme to new employees. In April 2012 the scheme ceased to accrue benefits for existing members.

The Engineering Council Pension Scheme is a defined benefit scheme based on final pensionable salary. The Scheme is contracted out of the earnings related part of the State Pension Scheme. The assets of the Scheme are held in a separate trustee administered fund, currently invested with State Street Global Advisors, and the company's underlying share of assets and liabilities in the fund is not separately determined.

At 31 August 2025 there were nil (2024 - nil) members of EngineeringUK staff contributing to the Scheme. EngineeringUK employer contributions during 2024/25 were £nil (2024/2025 - £nil). Employer contributions in 2025/26 are expected to be £nil as the Scheme ceased to accrue benefits for remaining members in April 2012. EngineeringUK made a contribution of £141k to the EC towards administration of the scheme (2024: £136k).

A full actuarial valuation of the fund is carried out every three years by The Engineering Council Pension Scheme actuary, with annual actuarial reports in the interim years. The last full valuation was as at 31 December 2021 within the report dated 29 April 2022. The report showed net assets of £988,000.

EngineeringUK is a participating employer in the Scheme and therefore has a liability to the scheme. The share of assets were not recognised in the Balance Sheet as they would be non-recoverable.

Defined contribution pension schemes

EngineeringUK decided not to offer entry to the Engineering Council Pension Scheme to staff who were not already members prior to TUPE transfer and nominated an auto enrollment pension scheme. This is a defined contribution scheme operated by Scottish Widows and is not contracted out of the earnings related part of the State Pension Scheme. The employer contributes 10% of pensionable salary and the employee 5%. Employer contributions during the year were £634k (2024: £556k). These figures include contributions for the higher paid employees shown under note 8.

Governance and Management

EngineeringUK is the working name adopted by the Engineering and Technology Board. EngineeringUK is a charitable company limited by guarantee (Company No. 4322409), incorporated on 14 November 2001. The address of the principal and registered office is 5th Floor, Northern & Shell Building, 10 Lower Thames Street, London, EC3R 6EN.

Members of the Company are Directors/Trustees or members of the two Electoral Colleges - the Professional Engineering College, consisting of persons representing PEIs licensed by Engineering Council (EC), and the Business and Industry College, consisting of persons representing industry; and such other persons who may be admitted as members by the Company at a general meeting.

The Board of Trustees (Board) generally meet four times a year. EngineeringUK has a number of committees and panels to which it has formally delegated specific functions.

- The Nominations and Remuneration Committee (N&RC) has responsibility for recommending appointments to the Board of Trustees and committees.
- The Audit, Risk and Investment Committee (ARIC) ensures a sound system of internal controls, risk management and accounting policies are maintained in accordance with corporate governance requirements. The committee liaises directly with the external auditors including planning for the annual audit. Areas of particular focus are discussed with the auditors and inform their plans. The committee ensures the investments of EngineeringUK are managed in accordance with the agreed policy and monitors the performance of the investment advisor. The committee reports to the Board.
- The Tomorrow's Engineers Code Advisory Board (TEC) was an advisory committee that made recommendations to the Board on matters relating to the Code that have material implications for EngineeringUK resourcing or material impact on EngineeringUK's wider activities. Following a consultation with TE Code members, the Advisory Board was dissolved and its governance incorporated into the EngineeringUK Board in late 2024.

Remuneration Policy

EngineeringUK is committed to paying staff fairly at an appropriate level to attract and retain people with the right skills and experience to ensure that the organisation delivers its charitable objectives and execute the strategy set by the Board. A salary benchmarking exercise with an external organisation in spring 2024 confirmed that salaries levels are appropriate.

Executive Team

The Board delegates the day to day running of the company to the Executive Team, led by the Chief Executive. The Executive Team operates in accordance with the Strategy and Business Plan/Budget approved by the Board. Expenditure authority limits have been set by the ARIC. Up to date financial and operational reports are presented to the Board at every meeting.

Members of the Executive Team are:

Dr Hilary Leever, Chief Executive

David Howley, Director of Finance and Corporate Services

Elizabeth Elgood, Director of Communications

Rebecca Everitt, Director of Business Development and Partnerships (on maternity leave from August 2025)

Carla Cornwell Interim Director of Business Development and Partnerships (joined in July 2025)

Madelein Dinwoodie, Director of Engagement Programmes

Total staff salary budgets and the specific contracts and remuneration of the Chief Executive and Executive Team are delegated to the N&RC which reports directly to the Board.

Members of Board and Trustees

Arrangements for all trustee appointments are overseen by the N&RC whose recommendations are referred to the Board for approval. The Chairman of the Board is recruited through an open and competitive process. The Chairman of the Engineering Council is an ex officio member of the Board and appointed through a process specified by the Engineering Council. The Institution of Engineering and Technology (IET), the Institution of Civil Engineers (ICE) and the Institution of Mechanical Engineers (IMechE), being the three largest PEIs, and the Royal Academy of Engineering have nominated their Chief Executives to sit on the Board. Members of each of the two electoral colleges elect two persons for nomination from amongst their number. Appointment of other Board members is through selection to meet the needs of the Board.

New trustees are provided with a Trustee Induction Pack that includes details of their legal responsibilities under charity and company law, the Memorandum and Articles of Association, Board Regulations, operational and financial information and recent Board minutes. They are also introduced to and briefed by senior staff. On appointment, Trustees agree and sign EngineeringUK's Trustees Code of Conduct, based on the core values of EngineeringUK and the Nolan Principles – Seven Principles of Public Life.

Members of Board and Trustees <i>The trustees serving during the year and since the year end were:</i>	Method of Appointment	Committee Membership
Iain Conn (Chair of Board)	Board	N&RC
Jacqueline Ferguson (Deputy Chair of Board)	Board	N&RC (Chair)
Edward Almond	IET	ARIC
Alice Bunn (to 30 Sept 2025)	IMechE	N&RC
Ruth Carter	Professional Engineering College	
John Chudley	Engineering Council	
Carl Ennis (to 14 July 2025)	Business & Industry College	N&RC
Adenike Folayan (to 31 May 2025)	Business & Industry College	
Rashada Harry	Board	N&RC
Alex King (from 1 April 2025)	Board	
Erol Mustafa	Board	ARIC (Chair)
Steven Rossiter	Board	N&RC
Pete Sellars	Professional Engineering College	
Hayaatun Sillem	Royal Academy of Engineering	
Jim Smith	Board	
Janet Young	ICE	