ANNUAL REPORT 2025

A WORLD OF CONFIDENCE FOR 30 YEARS

UKAS

1995 - 2025

COMPANY INFORMATION

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INTRODUCTION

By Richard Collin,
UKAS Executive Director, External Affairs

Welcome to the UKAS annual report 2025. Each year for the report we select a theme, and this year it has been a straightforward choice: in UKAS's 30th year, we celebrate our past and present and we look to our future.

The report opens as usual with the statements of the Chair and Chief Executive. While reflecting on our 30-year milestone, they set out the context for the financial year 2024-25, outlining UKAS's performance, how we have addressed opportunities, major developments and our successes.

The report is then divided into three sections: UKAS's development and history, our current operations and performance, and how UKAS, accredited conformity assessment and the quality infrastructure more broadly can address the challenges of the future.

We start with retrospectives on a 'world of confidence for 30 years' from two of UKAS's Non-Executive Directors and follow this with a timeline of developments through UKAS's history.

Looking at the UKAS of today, my Executive colleagues talk us through our cultural and customer service approach to UKAS operations, our commitment to, and developments in, digitalisation and, critically, our focus on technical excellence and the maintenance of our international recognition status. They also look at the vital roles of training and international outreach, recognising that driving improvement and performance comes not only from delivering accreditation services but also from promoting quality culture, both domestically and across the world.

My article, building on the thoughts the Chair of our Policy Advisory Forum and Council earlier on, reflects on the importance of stakeholder engagement in understanding and meeting the needs of the market. We then have articles from several of those stakeholders: OC&C Strategy Consultants provide a view on the future of the testing, inspection and certification sector, the Chartered Institute of Export & International Trade looks at the importance of trust in enabling global supply chains, and the AIQI Consortium considers the critical role of assurance in the roll-out of disruptive technology. Finally in our forward look, UKAS member the Chartered Trading Standards Institute reflects on how working in partnership in the quality infrastructure is vital to achieve our shared objectives of economic benefit and protection.

UKAS's 2025 annual report concludes with the Group Strategic Report, Directors', Auditors' and Finance Director's reports and the 2024-25 financial statements.

As every year, I would like to thank all the authors for their contributions to the report. I trust that readers will enjoy both the breadth of content and the depth of insight they provide. I am confident you will see how UKAS addresses its role as the UK's National Accreditation Body with a confident and front-foot approach. Today this enables us to meet stakeholder needs while always addressing the public interest and it will guide us as we seek to develop and grow in years to come.

CHAIR'S STATEMENT

By Lord Jamie Lindsay, UKAS Chair

This year marks a significant milestone in UKAS's history – our 30th anniversary. It has been a year of both reflection, recognising three decades of work to underpin trust and confidence in the products and services that we all rely upon, and forward momentum.

UKAS reaches this anniversary in a world shaped by widespread uncertainty. The pressure on global supply chains from the tragedy of ongoing conflicts in Ukraine and the Middle East has been compounded by the growing threat to the international rules-based trading order. Broader geopolitical frictions have impacted cross-border cooperation on energy security, sustainability and emerging technologies.

> "Over the past 30 years, UKAS's operational activity and stakeholder engagement has grown significantly."

Domestically, the first year of the new Labour government has seen the UK, like many nations, navigate this shifting geopolitical and economic landscape. These dynamics have underlined the vital role that UKAS must play in enabling government, and markets, to have confidence in the regulatory systems and frameworks that underpin safety and quality; not just in the UK, but around the world.

Over the past 30 years, UKAS's operational activity and stakeholder engagement have developed significantly. I have seen UKAS grow from a small and somewhat inward-looking organisation to one with over 3,000 grants of accreditation across different sections of society and providing an extensive array of support to our partners across the public sector. Following the formation of the new government in July 2024, UKAS has worked tirelessly to highlight the value that accreditation brings to policymakers and regulators, in both established and emerging areas of public policy, as well as in support of the overriding drive for economic growth. This work demonstrates UKAS's commitment to its core objective: to deliver a national accreditation service that operates in the public interest. It is this focus, and collective commitment, that has defined our progress to date, and is shaping our ambition and growth in the future.

This growth includes expanding UKAS's digital capabilities, enabling us to respond to rapid technological developments by evolving our own services for the benefit of customers and the market.

UKAS continues work to transform the use of, and access to, the data contained in the accreditation schedules. UKAS has also expanded its digital policy offering, launching the AIQI Consortium, an initiative aimed at fostering collaboration and dialogue across the quality infrastructure to support the safe and responsible development of artificial intelligence.

I am pleased that UKAS has maintained a strong operational and financial performance over the 2024-25 financial year. This success, which is built on the foundations laid over the past 30 years, would not be possible without the continued dedication and commitment of the entire UKAS team. I would like to thank all of them for their contributions, spanning operational, development, external affairs, commercial and corporate activity.

For 30 years, UKAS has provided impartial and authoritative confidence in the evaluation of goods and services used right across the market. The challenges and complexities facing the UK and the global economy mean that this role has never been more relevant. As UKAS grows to meet this challenge, it does so with purpose, ambition and a commitment to evolve alongside the needs of society, government and industry. Through the ongoing development of operational, technical, engagement, training and advisory capabilities, I am certain that UKAS is well equipped to continue to provide an effective and respected national accreditation service.

CHIEF EXECUTIVE'S REPORT

By Matthew Gantley,
UKAS Chief Executive

Over the past 30 years, UKAS's journey has reflected an unwavering commitment to technical excellence and customer service, fostering trust and confidence in accredited conformity assessment for the public good. This commitment is illustrated throughout the articles in this report, each highlighting the vital role accredited assurance now plays in enabling safe innovation, credible sustainability solutions and market access opportunities for businesses. Collectively, these points underscore a significant message: the most substantial opportunities for UKAS and the conformity assessment sector still lie ahead.

UKAS's next chapter will unfold in a world defined by rapid transformation, requiring us to deliver a national accreditation service that is agile, responsive, and resilient—ready to seize the opportunities ahead.

Nowhere is this transformation more evident than in the growing strain on the rules-based international trading system. Accredited conformity assessment remains a cornerstone of global trade, underpinning the ambition to achieve the goal of "assessed once, accepted everywhere" and supporting the seamless integration of supply chains across borders. Yet today, global collaboration in pursuit of free and fair trade is challenged by geopolitical tensions, protectionist pressures and fragmented regulatory approaches. These dynamics only strengthen the case for recognising the value of accreditation in enhancing business competitiveness, expanding access to new markets and driving export-led economic growth.

Digital transformation has been a defining theme of the past year, with technological developments accelerating at an unprecedented pace. The growing capabilities of artificial intelligence have the potential to reshape entire industries, including the testing, inspection and certification (TIC) sector, while raising new questions about trust, integrity and the security of the data that will increasingly shape both public and private life. For the global quality infrastructure and TIC sector, two critical challenges emerge: are we ready to comprehensively embrace digitalisation within our own practices, delivering transparent, accessible and interoperable data, and can we apply our expertise to help build the consumer confidence essential for widespread trust in these technologies? As the articles in this report illustrate, I believe the answer to both is a resounding yes.

We must not lose sight of the urgent need for governments and businesses to deepen their partnership in tackling the climate crisis and achieving environmental sustainability. Decarbonisation and climate adaptation demand solutions that are both ambitious and practical, such as corporate sustainability reporting, greenhouse gas verification, carbon capture technologies and clean energy transitions. The effective implementation of these measures will profoundly shape the ability of current and future generations to drive towards net zero and adapt to a more unpredictable climate. While delivery will ultimately rest with individual nation states, the global quality infrastructure, and its tools of standards and accredited conformity assessment, offers credible solutions that are recognised across jurisdictions. In this context, I am especially pleased that UKAS has joined with partners to launch the Net Zero Quality Infrastructure Hub, reflecting our renewed commitment to advancing collective net zero and broader sustainability goals.

CHIEF EXECUTIVE'S REPORT

I am pleased to report on another successful year for UKAS, marked by continued investment in our people, operations and digital capabilities. We are now delivering close to 37,000 assessment days, to over 2,500 accredited conformity assessment bodies in the UK and abroad. I extend my sincere thanks to the entire UKAS team for their dedication, commitment and work ethic which enables us to keep delivering a national accreditation service of the highest quality.

We enter the next chapter of UKAS's history committed to responding to the needs of an ever-changing geopolitical landscape and embracing the challenges of tomorrow. We will expand our services and grow our capabilities with purpose, underscored by our public interest mission, and guided by our vision to be recognised and respected across the world for our role in building a safe, secure and sustainable society.

Financial performance

UKAS delivered a resilient financial performance in 2025, with turnover reaching £48,056,271, an increase of 5.8% on 2024. The profit margin of 7.2% remained within the target range, enabling UKAS to sustain financial resilience in the face of market volatility, while continuing to invest in organisational improvements, such as the digitalisation of accreditation schedules to enhance the customer interface.

Performance was underpinned by the delivery of 36,787 assessment days in 2025, a slight increase from 36,436 in 2024. Administrative expenses rose to £17,221,637, a 9.9% increase on the previous year, reflecting targeted investment in people across the organisation to strengthen productivity and operational performance.

People

Our people are at the core of our success, driving our vision, mission and strategic objectives. We are committed to fostering a culture of belonging—a workplace where every employee feels seen, heard, valued and accepted, enabling them to do their best work.

A key part of this effort is our BRIDGE (Belonging, Respect, Inclusion, Diversity, Growth, Equity) Employee Resource Group. This is a voluntary group led by employees who have a shared passion to make a difference in the workplace. By listening to employee voices and experiences, the BRIDGE group develops ideas and initiatives that help shape a more inclusive and equitable culture at UKAS.

We continually monitor industry trends to enhance our employee value proposition and stay ahead of the curve. This includes initiatives focused on family-friendly practices, health and wellbeing, neurodiversity and mental health and building resilience. These efforts reinforce our dedication to creating a psychologically safe environment where everyone can thrive.

Our talent acquisition teams focus on recruiting both permanent employees and contracted technical assessors. By prioritising inclusive hiring practices and providing robust onboarding, induction and mentoring support, we have successfully attracted talent across all functions and levels of the organisation. This remains a major priority for UKAS and will continue to be central to our strategy.

Over the past year, we have created a significant number of new roles, including additions to our Senior Leadership and Executive teams. These appointments have strengthened our leadership capacity, expanded succession opportunities and built a stronger pipeline for the future, while also enhancing collaboration across functions.

Our commitment to nurturing talent extends to supporting continuous learning and professional growth at every stage of an employee's career, through tailored workshops, leadership programs and access to ongoing skills development.

We continue to see a positive trend in our employee engagement score, gathered through annual and monthly surveys. This feedback is a vital tool that helps drive our people agenda, ensuring we're constantly improving and evolving.

CHIEF EXECUTIVE'S REPORT

Technical excellence

Technical excellence remains at the heart of UKAS's strategy, shaping our operational priorities. We operate a continuous programme of quality and service review, aligned with international best practice. A key focus has been the sustained implementation of actions identified through Programme PACE, initiated following UKAS's internal investigation into the Grenfell Tower fire and informed by intelligence gathered during the subsequent Inquiry. While many workstreams have been completed, embedding the essential lessons learned remains an operational priority and a core element of the UKAS quality management system.

A particular achievement in 2025 has been the implementation of an improved internal system for the management of technical information. This is also being made available to external contractors. This represents a vital step forward in ensuring all technical staff have access to the most up-to-date information to perform their duties to a consistent standard of excellence. This has been a significant undertaking for UKAS, reflecting the breadth of technical activities subject to UKAS accreditation.

In November 2024, UKAS underwent its comprehensive four-yearly peer evaluation by the European co-operation for Accreditation (EA). As part of this process, we presented the initiatives within Programme PACE for review by expert evaluators, who provided positive feedback on their scope and impact. We are pleased to report a successful outcome, with UKAS maintaining its signatory status to the EA Multilateral Agreement. The significance of this achievement is explored further in an article by our Technical Director, Juliette Love.

Customers and operational performance

UKAS's operational performance remained strong across 2024-25, with 36,787 assessment days delivered, resulting in 134 new grants of accreditation and 1,151 extensions to accredited scope. This strong performance has been enabled by continued investment in our operational resources, which has seen 81 trainee assessors developed during the past year.

UKAS's operational delivery continues to expand across a broadening range of services within the TIC sector, spanning both voluntary and regulatory spheres. Over the past year, this has included working in partnership with the Forensic Science Regulator to further strengthen confidence in evidence presented to the criminal justice system, as well as collaborating with customers and government to support the development of a new construction products regime.

Delivering assessments with the highest levels of technical rigour and customer service remains the cornerstone of UKAS's operations. At the same time, we are driving efficiencies through digital transformation, creating benefits for both customers and the organisation. We are equally committed to supporting the conformity assessment sector as it navigates the digital and green transitions.

To achieve this, we must continue to provide a consistently high-quality service, actively seeking feedback so that we not only respond to current needs but also anticipate future ones. In her article, Operations Director Lynsey Poyner explores how UKAS must continue to evolve its operational activities to remain agile and responsive to the changing demands of the market.

CHIEF EXECUTIVE'S REPORT

New service development

Our development team continues to drive progress in new areas of accreditation, while strengthening processes for risk assessment, scheme integrity and project management. Comprehensive technical integrity reviews are also being carried out across all standards and sectors.

Over the past year, UKAS received 172 enquiries—an increase on previous years. More than 40 of these are currently in development, alongside a further 40 active projects across key sectors including digital assurance, artificial intelligence management systems, carbon markets, sustainability, environment, fire safety, construction and health and social care.

UKAS is delighted to have achieved several important 'firsts' over the past year. These include awarding the first ISO 20387 accreditations for biobanks to Glasgow and Clyde NHS and the Pancreatic Cancer Research Biobank at St Mary's Hospital in London. Significant progress has also been made in the accreditation of Sexual Assault Referral Centres, with formal assessments now underway and the first accreditations expected to be granted this autumn. Together, these milestones mark an important step in strengthening assurance for those who rely on these vital services.

Looking ahead, we remain focused on streamlining our development processes to enable the agile advancement of new accreditation schemes. This will allow UKAS to continue expanding its reach, delivering accreditation wherever it is most needed and always in the public interest.

External affairs

Stakeholder engagement, particularly with industry and government, is essential for UKAS's positioning as a partner in the pursuit of economic growth, be that through supporting regulatory activity, the reduction of technical barriers to trade or the credibility of environmental policy initiatives.

Our external outreach remains ambitious and at the core of our public interest mission. During the past year this has included participation at COP29, showcasing the value of accredited assurance to credible global climate action, and at the Commonwealth Business Forum, supporting the reduction of intra-Commonwealth barriers to trade that may arise from standards, accreditation and conformity assessment provisions and capacity. We have also worked extensively with government and business stakeholders across Europe to highlight the role that accreditation can play in reducing barriers to UK-EU trade.

A major milestone for UKAS this year was the inauguration of the AIQI Consortium, under the joint leadership of the TIC Council and UKAS, by the Lord Mayor of London at the TIC Council Summit. The Consortium brings together global quality infrastructure partners to build trust in artificial intelligence systems and has already delivered tangible results. Highlights include:

- Delivering a free ISO/IEC 42001 (artificial intelligence management systems) course, equipping over 3,500 professionals worldwide.
- Delivering expert webinars on real-world applications of ISO/IEC 42001 and the role of the quality infrastructure in frameworks such as the EU Artificial Intelligence Act.
- Engagement with policymakers and regulators, including the development of a practical artificial intelligence assurance tool.

Looking ahead, the AIQI Consortium will continue to champion the quality infrastructure as the foundation of safe, reliable and compliant artificial intelligence—connecting governments, regulators, industry and civil society to foster trust, accountability, and innovation.

External Affairs Director, Richard Collin, expands on the importance of UKAS's policy and stakeholder engagement in his article.

Risk management and business resilience

Health and safety is of utmost priority for UKAS, recognised as both a critical organisational risk and a strategic priority. It is managed through a robust governance framework that emphasises proactive risk management, regular training and a culture of continuous vigilance.

In response to the rapid advancements and wide-reaching impact of artificial intelligence, UKAS is responsibly integrating artificial intelligence into its operations through the development of new digital platforms and services. This includes strengthening secure data structuring, digitalising the accreditation schedules and providing deeper customer assessment insights. At the same time, UKAS is shaping its role in accrediting artificial intelligence-related activities, supported by published technical guidance for customers.

Digital transformations have brought an evolution in cyber-crime. Recognising that cyber threats may emerge at any time, and through multiple vectors, cyber resilience remains a core focus of UKAS's risk management framework. UKAS operates a robust cybersecurity strategy, investing in advanced technologies and protocols and implementing best practices to safeguard our systems.

Customer quality assurance presents numerous potential risks for UKAS, particularly in safety-critical services, necessitating enhanced internal audits and monitoring. Risk management aims to identify potential and tangible failures by accredited conformity assessment bodies and address findings appropriately. UKAS employs various mechanisms to protect and maintain technical integrity and identify gaps in customer quality assurance.

By responding proactively and confidently to external developments, such as the US-UK Economic Prosperity Deal, UK/UN sanctions and the planned replacement of ILAC and IAF by a single body, Global Accreditation Cooperation Incorporated, UKAS minimises potential organisational impacts while safeguarding the continued effectiveness of accreditation.

Strategic investment

The digitalisation of UKAS's schedules of accreditation has progressed significantly across 2025, marking an important step in enhancing the value and visibility of UKAS accreditation across the marketplace.

Upon completion, this ambitious project will see improved visibility in public searches of UKAS's accreditation schedules, making it easier for users to find and understand the accredited services our customers provide and increase consistency in scope descriptions. This will increase clarity, enable better comparison of services and create a level playing field for all accredited organisations.

Finance and Corporate Services Director, Georgia Alsop, provides more detail on our significant investment in digitalisation in her article.

Outlook

In last year's annual report, I highlighted the need for UKAS to adapt to the unpredictability of the geopolitical and economic landscape. Over the past year, this unpredictability has reinforced the certainty and clarity of our role as the National Accreditation Body.

Certainty that volatile supply chains require accredited assurance as a foundation for reducing technical barriers to trade. And clarity that, together with our quality infrastructure partners, we share a responsibility to enable a future defined by safe digital transformation and credible progress towards net zero.

The 2024-25 financial year has demonstrated that UKAS has the foundations to meet these challenges—investing in our own capabilities to deliver the highest level of service to our customers, while strengthening our external stakeholder engagement with ever greater ambition.

As we mark our 30th anniversary, we do so with a collective commitment to embrace the opportunities and challenges ahead. This report not only reflects our achievements over the past three decades but serves as inspiration for purpose-driven growth in the years to come.

PERFORMANCE AT A GLANCE

Financial summary	2025 £m	2024 £m
Turnover	**48.1**	45.4
Cost of sales	**(28.7)**	(27.1)
Gross profit	**19.4**	18.3
Operating profit	**2.4**	3.2
Profit after taxation	**3.4**	3.7

Year highlights

36,787
Assessment days delivered

2,981
Accreditations held

2,558
Accredited customers

1,151
Extensions to scope grants

118
Applications for accreditation

1,163
Delegates trained

172
Accreditation development projects

POLICY ADVISORY FORUM AND COUNCIL CHAIR'S STATEMENT

By Caroline Hamilton MBE,
Chair of UKAS Policy Advisory Forum and Council

It has been an honour to continue serving as Chair of the UKAS Policy Advisory Forum and Policy Advisory Council over the past year. UKAS, from its appointment by government as the UK's National Accreditation Body, has a duty to deliver accreditation in the public interest. As such, maintaining strong relationships with its stakeholders is essential to ensuring that UKAS remains responsive to the needs of the conformity assessment sector, delivers tangible benefits to society and supports government priorities.

The Policy Advisory Forum and Council are integral to UKAS's good governance, providing a mechanism for stakeholders to input into UKAS's strategic direction.

The Policy Advisory Forum brings together a diverse cross-section of organisations, from government departments and regulators to trade associations, industry representatives and consumer groups. The Forum enables UKAS to hear stakeholder perspectives on emerging market challenges and incorporate this into its activities as the National Accreditation Body.

Complementing the Forum is the smaller Policy Advisory Council, which meets throughout the year to provide more focused policy advice. The Council is a tool in UKAS's armour; safeguarding impartiality and ensuring external engagement activity remains aligned with the organisation's purpose.

It has been another busy and constructive year as Chair of the Forum and the Council. The 2024 Forum saw members provide feedback on UKAS's leadership across four core policy areas: international trade, artificial intelligence and emerging technologies, sustainability and regulation. These policy areas cut across UKAS's policy and market engagement and discussions focused on how UKAS, and its national quality infrastructure partners, can support customers, consumers and government. It was a pleasure to see such proactive engagement from members, whose advice I know is gratefully received by the whole UKAS team.

Over the past year, the Council has been working to a busy agenda, advising UKAS on the risks and opportunities that emerging technologies pose to the conformity assessment industry and the breadth and impact of external engagement on the UK-EU trading relationship, alongside its core function of advising on matters of impartiality.

As UKAS celebrates its 30th anniversary, and evolves the services it provides, I will continue to lead the Policy Advisory Forum and Council, ensuring they play their part in UKAS's governance. And as the UK grapples with complex trading relationships and policy challenges, the insights and expertise of Forum and Council members will continue to inform and guide UKAS's activities.

A WORLD OF CONFIDENCE FOR 30 YEARS

30 YEARS OF UKAS: A PERSONAL REFLECTION

By Dr. Jeffery Llewellyn,
UKAS Non-Executive Director

Although the soul of UKAS – namely its core principles of quality assurance, traceability, documenting measurement uncertainty, validation and verification of methods – was already embedded, the UKAS of 1995 was a very different organisation to UKAS in 2025.

Small beginnings, narrow scope

1995's UKAS was much smaller, with everyone fitting comfortably over two floors of its Feltham offices. Accreditation was very much still focused on testing and calibration laboratories; accreditation of certification bodies was in its infancy, while accreditation of engineering inspection bodies would not be added to UKAS's remit until the following year. There were no medical laboratories, forensics, physiology or diagnostic imaging services. International activities were very limited in scope, as both ILAC and IAF were still relatively informal organisations, with mutual recognition arrangements not agreed until 1996 and 1998 respectively. Exploratory talks about setting up a European accreditation forum were starting.

In 1995, the ISO/IEC 17000 series of accredited conformity assessment standards did not yet exist. Neither did ISO 9001, 14001, 15189 and many other quality-related standards that are commonplace today. Organisations were accredited against their own quality manuals (based on national standards), with quality management frequently regarded as a middle management task (relatively few boards had it on their regular agendas).

Assessments were undertaken and run by a lead assessor, supported by a team of contracted expert assessors with administrative backup from the UKAS office. There were no independent decision makers and feedback from assessors was limited. Customer service was also less of a priority as there were no customer liaison officers.

UKAS drew its authority through an MoU (Memorandum of Understanding) with the then Department of Trade and Industry (DTI), which maintained a strong influence. Governance and oversight of UKAS policy was monitored through a Policy Advisory Committee comprising 42 members representing UKAS members and stakeholders.

Evolving accreditation's influence

Paul Stennett took over from Linda Campbell as CEO in October 2003, introducing more businesslike management. The accreditation of both certification and inspection bodies, along with increased international equivalency recognition, became firmly embedded. The Policy Advisory Committee was replaced by a more sharply-focussed Policy Advisory Council of 12 members and a broader Policy Advisory Forum of some 60 stakeholders. Board appointments no longer required ministerial approval.

There was a quantum leap in UKAS's breadth of operations from 2009 following the acquisition of the Clinical Pathology Association (CPA) and the accreditation of medical laboratories to ISO 15189, which nearly doubled the number of UKAS's laboratory customers.

UKAS grew steadily over the years, culminating in a 2016 move to its present larger premises in Staines, Greater London. Matt Gantley took over from Paul Stennett in October 2018 and under his leadership UKAS adopted a more result orientated approach, with faster growth and the expansion of the training business.

Post-Brexit, the recognition of UKAS certificates in the EU has been challenged. The COVID pandemic accelerated the introduction of remote assessments. The assessment process itself has been transformed by greatly improved digital systems and data handling with online access for customers. Prospects for the future are good with exciting developments in digitalisation of processes and AI in view.

From relatively modest beginnings UKAS has grown to be a world leading accreditation body, underpinning confidence in the quality of a wide range of goods and services we all use every day. I wonder what it will be like in 2055?

QUALITY STANDARDS IN PATHOLOGY: 30 YEARS OF ACCREDITATION

By Professor Adrian Charles Newland CBE,
UKAS Non-Executive Director

Pathology has always recognised the value of standards, being acutely aware of the importance of its service output on patient management and treatment. To this end the National External Quality Assurance Scheme (NEQAS) was set up over 50 years ago and has developed into an independent and non-profit making scheme that has spread internationally. It covers all areas of diagnostic pathology and its general aim is to improve patient care through monitoring the quality of the tests and their reporting.

Modernising clinical pathology

Realising that the accuracy of the tests alone was insufficient in the early 1990s, the Royal College of Pathologists (RCPath) developed a scheme that became known as Clinical Pathology Accreditation (CPA). Introduced in 1992, CPA was rapidly accepted by the profession and was adopted by over two thirds of UK laboratories. It offered a complete system for quality assurance and competence and differed from established standards by focusing on the entire process, from pre and post-analytical aspects of pathology, as well as the actual analysis. The initiative encompassed the EQA Schemes and entailed both internal and external audits. Very real benefits for participants became obvious including staffing and accommodation changes, together with a fresh focus for laboratory management and quality assurance activities.

The 2006 'Independent Review of Pathology', produced by Lord Carter of Coles, emphasised that RCPath should avoid both assessing member competence through exams and accrediting their laboratories. To help RCPath meet these recommendations, UKAS formally took over the running of CPA and developed a Healthcare Forum. Recognising the value of and need for greater harmonisation between pathology and other medical laboratory services, UKAS completed transitioning CPA laboratories to ISO 15189 (the medical laboratories standard) by the end of 2017, with the CPA scheme being officially withdrawn the following year.

ISO 15189 is concerned with improving patient safety, risk mitigation and operational efficiency within medical laboratories, where they directly impact upon the continuum of care. Today, 160 UK pathology labs are UKAS-accredited to the recently updated version of ISO 15189, demonstrating that they have been assessed for competence, impartiality and capability against the industry accepted standards. This forms a key part in maintaining confidence in the performance of pathology laboratories amongst policy makers, the profession and patients alike.

QUALITY STANDARDS IN PATHOLOGY: 30 YEARS OF ACCREDITATION

Underpinning quality in pathology

The vital role that UKAS accreditation plays was reinforced by 2012's Barnes Review on a strategy of modernisation of pathology services. Despite both NHS and private diagnostic providers recognising its importance, accreditation was not compulsory for pathology services. This led to concerns that substandard laboratories could be avoiding sanctions by not engaging with the process. As part of the plan to modernise pathology networks, NHS Improvement developed the Pathology Quality Assurance Dashboard (PQAD). This was a series of metrics that were intended to provide assurance to Trust Boards about their pathology services. Commissioners (and health insurance companies) were encouraged not to recognise services from non-accredited diagnostic laboratories.

Diagnostics continues to be a challenge for the NHS and will be an important component in the development of its proposed ten-year health plan. Many NHS Trusts have long lists of patients waiting for diagnostic intervention. As the service strives to bring these lists down, through the incorporation of artificial intelligence (particularly in histopathology and diagnostic imaging) combined with moving the service away from secondary care with the development of Community Diagnostic Hubs, the crucial importance of quality guaranteed by accreditation must not be overlooked.

UKAS 30 YEAR RETROSPECTIVE

By Claire Widd,
UKAS Director of Marketing
and Communications

UKAS at 30: a retrospective on the evolution of confidence through accreditation

Since 1995, UKAS has supported the UK market, government and consumers by accrediting, as part of the national quality infrastructure, organisations that deliver testing, inspection, certification, calibration and other conformity assessment services. This article reflects on major milestones and UKAS's evolving role in supporting trust across industry and public policy.

A single national body

UKAS was created through the merger of two accreditation bodies: the National Measurement Accreditation Service (NAMAS) and the National Accreditation Council for Certification Bodies (NACCB). This consolidation created the National Accreditation Body, appointed by government to operate in the public interest.

From the outset, its purpose has been to assess the competence of conformity assessment bodies to recognised international standards, helping ensure trust in services and products.

Building international recognition

One of UKAS's early achievements was joining the multilateral recognition arrangements of the International Laboratory Accreditation Cooperation (ILAC) and the International Accreditation Forum (IAF). These agreements mean UKAS accreditation is recognised in more than 100 economies. This reduces the need for repeat testing or inspection and supports international trade.

Growth across sectors

Over three decades, UKAS has expanded its services to meet changing needs across public and private sectors. Today, more than 3,000 grants of accreditation have been issued by UKAS across areas including healthcare, food and farming, forensics, environmental testing and digital technologies.

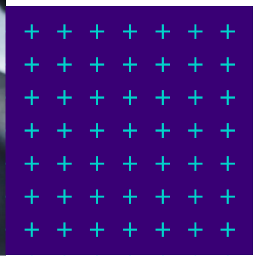
In healthcare, the development of accreditation to ISO 15189 for medical laboratories supports accurate diagnostics and patient safety. This later extended to point-of-care testing, imaging and biobanking. In 2024 Moorfields Eye Hospital was the first UK provider to receive Improving Quality in Physiological Services Accreditation (IQIPS) accreditation for ophthalmic and vision science, enhancing diagnostic accuracy and consistency.

A further milestone was achieved in 2024 when NHS Greater Glasgow and Clyde Biorepository became the first service in the UK to receive UKAS accreditation for biobanking, marking a significant step forward in quality assurance for biological sample storage and research.

Working with the Forensic Science Regulator, UKAS supported the development of schemes to accredit digital and traditional forensic providers. This gave courts greater confidence in the reliability of evidence and, in 2010, Scotland Yard became the first accredited forensics service in England and Wales.

In the food and farming sector, UKAS accredits organisations that assess compliance with food safety, animal welfare and sustainable agriculture standards. Accreditation supports assurance schemes such as Red Tractor and organic certification, helping farmers and producers demonstrate that their practices meet strict industry and regulatory requirements.

As net zero goals have grown in importance, UKAS has expanded its accreditation of bodies that verify environmental claims and greenhouse gas emissions. This helps businesses meet climate reporting requirements and access sustainable finance with confidence.



For example, CIBSE Certification uses UKAS accreditation to demonstrate that its certification processes for low-carbon consultants and energy assessors are technically robust and independently verified, giving clients and regulators greater assurance in energy performance data.

In environmental testing, UKAS-accredited laboratories also analyse air and water quality, food integrity and hazardous materials. These services inform regulation and protect communities.

Embracing innovation and accessibility

Since 2020, an era of digital enablement has seen the launch of UKAS CertCheck and e-Certificates that deliver improved transparency to allow verification of accreditation status in real time.

To further support conformity assessment bodies, UKAS has introduced readiness assessment tools, application support and has continued to develop training services through the UKAS Academy. These services help reduce barriers and build internal knowledge, especially for smaller businesses.

UKAS is also preparing for future challenges, developing accreditation frameworks for emerging technologies including certification to ISO/IEC 42001 for artificial intelligence management systems. As digital systems grow, accreditation supports ethical and trustworthy deployment.

Looking to the future

As we look ahead to the next 30 years, our purpose is to ensure that UKAS continues to deliver trust and confidence by anticipating and responding to the evolving needs of society.

We seek to enable a world where accreditation continues to support innovation without compromising safety; fosters competition without diluting standards and enables global interoperability without sacrificing national priorities.

This means being more than a service provider. It means being a strategic partner to businesses, a trusted advisor to policymakers and a visible force for quality across public life.

1995

United Kingdom Accreditation Service (UKAS) formed from the merger of NAMAS and NACCB, registered on 30 June 1995 at Companies House. A Memorandum of Understanding with the Department of Trade and Industry is signed

1997

The **Policy Advisory Committee** was set up, the States Analysts Department, State of Guernsey becomes the 200th grant of accreditation and the first two inspection bodies receive accreditation

1998

ISO 17020 standard for the accreditation of inspection bodies launched and the first **IAF Multilateral Agreement (MLA)** signed for quality management systems

1999

ISO 17025 standard for the accreditation of testing and calibration laboratories launched (replacing NAMAS M10 and EN45001) and new UKAS accreditation marks released

2000

A new millennium sees the first **ILAC Mutual Recognition Arrangement (MRA)** signed and **European co-operation for Accreditation (EA)** established

2002

Welcome to UKAS **Lord Jamie Lindsay**

2005-07

Celebrating the first accreditation of internet-enabled calibration and the launch of updated **UKAS accreditation symbols**

2009-10

Clinical Pathology Accreditation (CPA) becomes part of UKAS. The Metropolitan Police Service becomes the first accredited forensics service in England and Wales, underpinning trust and confidence in the criminal justice system

2016-17

UKAS moves from Feltham to a new HQ in Staines-upon-Thames and first accreditations against **ISO 14065** in the fields of carbon sequestration, maritime emissions monitoring and environmental claims verification

2020-24

An era of digital enablement begins as UKAS launches e-Certificates, customer portal and its CertCheck database and IAF creates CertSearch. UKAS unveils new branding. More than 3,000 accreditations have been granted

2025

Celebrating a world of confidence for thirty years...

AGILITY AND DIGITAL TRANSFORMATION

By Georgia Alsop,
UKAS Chief Finance and Digital Innovation Officer

As UKAS marks its 30th anniversary we remain firmly focused on how we continue to evolve. Meeting the needs of a fast-changing world requires us to work with greater agility, efficiency and digital capability, which means transforming how we operate both internally and in partnership with our customers.

Over the past year, we've taken major strides to embed digital tools and agile ways of working across the organisation. The customer portal and assessment portal are now in active use across all sectors following a successful onboarding process. These platforms have significantly improved the way assessment data is shared, reviewed and actioned. Customers can now submit evidence, respond to findings and engage with their assessment teams in a secure, user-friendly environment. For UKAS assessors, the portals offer greater consistency and a more streamlined workflow, which has resulted in improved turnaround times and enhanced transparency.

This year, we introduced a digital application process into our portals. New accreditation applicants are guided through each step, can monitor their progress with an infographic and use a readiness evaluation tool to assess their preparedness. The new system improves oversight and reporting for UKAS and stakeholders, measured against service levels. We plan to expand these features to other areas to improve our service, including for current customers seeking broader accreditation.

Building on this foundation, we are preparing to launch digital schedules of accreditation by January 2026. These new digital schedules will standardise the way accredited scopes are described, improving clarity and comparability for the market and anyone looking for accredited services on the UKAS website. Customers will benefit from being able to use a single, permanent URL to access their schedule and certificate, with historic versions also available as we go forward. Schedules will also be accessible via a QR code, PDF and digitally via a secure private Application Programme Interface, increasing their value as tools for visibility and communication.

By embracing digital transformation UKAS is modernising its accreditation services, is remaining agile and is ensuring it delivers confidence in accreditation whilst enabling its customers to stay competitive in an increasingly digital world.

UKAS MAINTAINS INTERNATIONAL RECOGNITION: SUPPORTING MARKET ACCESS AND THE UK'S GLOBAL INFLUENCE

By Juliette Love,
UKAS Executive Director, Technical

UKAS plays a vital role in supporting conformity assessment across regulated and non-regulated sectors. This ensures the reliability of products and services across the market while enabling trade and promoting export opportunities. As such, UKAS's international activities are key to supporting the UK's economic growth.

UKAS's role as the National Accreditation Body places it within a global network of accreditation organisations, representing the UK's interests in international forums such as the European co-operation for Accreditation (EA), the International Laboratory Accreditation Cooperation (ILAC) and the International Accreditation Forum (IAF). UKAS is a highly active and influential member of these multilateral organisations, helping ensure the consistent application of conformity assessment standards worldwide and, in turn, providing confidence in the reports and certificates issued by accredited bodies.

This global recognition is facilitated through multilateral (or mutual) recognition arrangements (MLAs or MRAs), where accreditation bodies demonstrate their competence in accordance with the international standard for the operation of accreditation bodies (ISO/IEC 17011: 2017). Just as conformity assessment bodies (e.g. laboratories, certification and inspection bodies) are assessed for competence by accreditation bodies such as UKAS, accreditation bodies themselves undergo rigorous peer evaluations by experts from other accreditation organisations. A successful evaluation means the accreditation body maintains its status under the MLA or MRA.

UKAS MAINTAINS INTERNATIONAL RECOGNITION: SUPPORTING MARKET ACCESS AND THE UK'S GLOBAL INFLUENCE

Under these agreements, conformity assessment activity accredited by one signatory is recognised as technically equivalent in all others. This leans on the 'assessed once, accepted everywhere' philosophy and provides confidence for international trade that goods traded between economies have been assessed to the relevant international standards, supporting international trade.

UKAS is a long-standing signatory to the MLAs managed by EA, ILAC and IAF. This status, held for 25 years, ensures that reports and certificates from UKAS-accredited organisations are internationally recognised, subject to national regulation.

Like all other signatories, UKAS undergoes routine peer assessments; most recently by EA in November 2024. This comprehensive evaluation saw a team of 11 independent experts spend a full week assessing the competence of UKAS's employees and the effectiveness of its services. The evaluation covered management systems, policies, procedures and their implementation across the range of fields in which UKAS is active.

The findings of the evaluation were overwhelmingly positive, with the team praising UKAS for its transparency, openness and the dedication of its management and employees, specifically commending the competence of UKAS's employees in delivering quality accreditation services. Following this evaluation, and with minor nonconformities addressed, in March 2025 the evaluation team recommended that UKAS maintain its EA MLA signatory status. This has since been ratified and the decision for UKAS to remain an EA MLA signatory for the current scope has been confirmed. As the EA is a 'recognised region' for both ILAC and IAF, this has also automatically ensured the continued validity of UKAS's signatory status with these organisations' recognition agreements.

This successful evaluation is a major achievement for UKAS and reflects a commitment to technical excellence across the organisation. By maintaining EA MLA signatory status, UKAS remains at the forefront of an extensive network of accreditation bodies promoting international cooperation on conformity assessment activities, underpinning the UK's global influence and 'soft power'. This is particularly significant following the UK's exit from the European Union, allowing UKAS-accredited services to be used by businesses in non-regulated areas across the European region, supporting market access, the integration of supply chains and the competitiveness of UK industry.

Looking to the future, UKAS is seeking to extend its MLA scope to include biobanking (the process of collecting, processing and storing biological samples) following the EA General Assembly's decision in May 2025 to bring the biobanking MLA into immediate effect. UKAS has already established a pilot programme in this area and granted its first biobanking accreditation in October 2024. This extension of the MLA scope will enhance the international recognition of UKAS-accredited biobanks and support the growing importance of biobanking in biomedical research and public health.

As UKAS celebrates its 30th anniversary, this successful peer evaluation and strategic expansion into biobanking reflect an enduring mission to evolve with emerging scientific and industrial needs, supporting innovation, safety and quality across the economy. This achievement reinforces confidence in UKAS's operational activity and further strengthens the UK's position as a leader within the global quality infrastructure.

TECHNICAL EXCELLENCE AND SERVICE

Number of complaints reviewed about UKAS

21
Upheld

14
Partially upheld

10
Not upheld

Number of complaints received about UKAS accredited conformity assessment bodies

70
Complaints received

Breakdown of complaints raised against UKAS

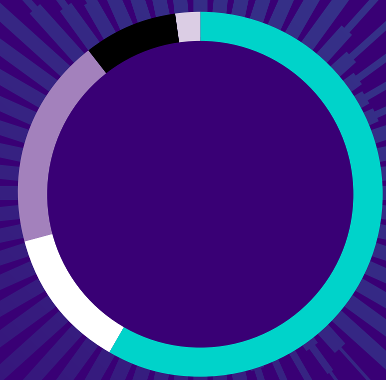
28
Service levels

6
Fees

9
Conduct of UKAS employees

4
UKAS decision

1
All other complaints



Post Assessment Survey

569
Number of Post Assessment Survey Responses received during 2024-25

Number of internal audits

11
Conducted

22
Nonconformities raised

1
Opportunities for improvement raised

Customer satisfaction (CSAT scores)

83%
Overall performance of UKAS service delivery over the 12 month period

Customer satisfaction surveys

93%
Feedback on team performance during a specific assessment

Employee monitoring

275
Assessors and decision makers monitored

DEVELOPMENT UPDATE

As part of a major project, UKAS's Development team is delighted to have been able to award the first ISO 20387 accreditations for biobanks to Glasgow and Clyde NHS and then the Pancreatic Cancer Research Biobank at St Mary's Hospital in London.

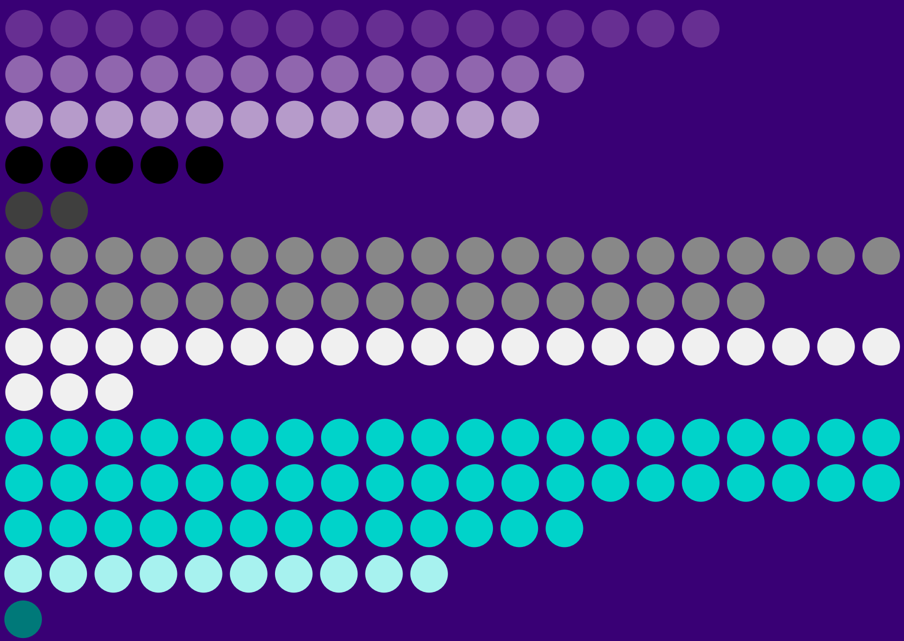
The team has welcomed 172 enquiries over the past year, an increase on previous years, over 40 of which are under development with an additional 40 active projects. These active projects cover key sectors including digital assurance, AI management systems, carbon markets, sustainability, environment, health and social care, construction and fire safety.

The project to deliver accreditation of sexual assault referral centres progressed significantly with formal assessments now underway with the first accreditations expected this autumn.

Scheme integrity visibility and assurance have now become business as usual with scheme reviews taking place across all standards and sectors.

Faye Maxted, CEO of The Survivor's Trust (centre) pictured receiving its certificate of accreditation with Lord Jamie Lindsay and Jess Phillips MP, the Minister for Safeguarding and Violence Against Women and Girls.

Enquiry summary by theme:



Built Environment	16
Data Assurance	13
Environmental	12
Food and Farming	5
Health and Safety	2
Health and Social Care	37
Management Systems	23
Other	53
Sustainability & Net Zero	10
Transport	1

UKAS OPERATIONS: SETTING THE PATH FOR THE NEXT 30 YEARS

By Lynsey Poyner,
UKAS Chief Operations Officer

As we reflect on another pivotal year, it is impossible not to revisit the themes that I articulated in last year's annual report; a message of purposeful leadership, cultural clarity and the imperative to challenge and support every part of UKAS as we evolve. This past year has lived up to that ethos, setting a clear 'scene' for the future: one in which culture, performance and belonging are deeply intertwined.

Building upon last year's performance, UKAS delivered 36,787 assessment days. In some areas we are driven to continue to seek creative solutions to the challenges of acquiring and retaining technical resources across the breadth of areas covered by accreditation. The result: an organisation that has remained resilient, adaptive and focused throughout the financial year—despite the challenges. Resource planning is a theme and focus that will continue as we move into the future.

Our commitment to service excellence was reflected in rising Net Promoter Scores and improvements in post-assessment feedback. We continue to examine areas where scores aren't as expected and examine in detail feedback that we receive to understand what changes we must make internally to improve. Whilst sometimes a frustrating read, analysing feedback in this way provides a rich source of insight into the customer experience and we owe it to ourselves and our stakeholders to approach each insight with honesty and openness. Continuous improvement only truly works if everyone involved operates with a level of transparency that converts to action.

Just as important was our progress in employee engagement—a cornerstone for any high-performing organisation. Morale and operational scores improved across the business, with a tangible sense of momentum and optimism among teams. Leadership has played a critical role in this shift, driving professionalism, respect, integrity, dedication and excellence as UKAS's lived values.

UKAS OPERATIONS: SETTING THE PATH FOR THE NEXT 30 YEARS

The journey ahead

As we look forward, I am clear about the journey that remains. Challenges persist:

- Adapting assessment approaches to a dynamic assurance environment, particularly in specialised areas like forensics, construction and healthcare, whilst continuing to provide the appropriate levels of quality of provision.
- Embedding digital transformation at every level—from operational systems to service delivery—to drive efficiency and responsiveness. Alongside this, we must be clear about how we support our customers and stakeholders on their own digital journey—always with the impacts on accreditation in mind.
- Maintaining high standards of customer satisfaction in an increasingly complex and fast-changing landscape.
- Continuing to address the resource challenges as external industry landscapes continue to evolve. Our onboarding and rigorous training will be as important as ever as we go through some of the highest volumes of training of new colleagues that UKAS has seen in recent years.

Setting the path for the next 30 years

This year's results reaffirm that UKAS today is stronger, more responsive and more committed to excellence than ever before. But if the past 30 years have set the scene, those to come will show how UKAS perceives and delivers its role as the National Accreditation Body.

In this time of rapid technological change, evolving global standards and growing public scrutiny, UKAS's role as the UK's National Accreditation Body has never been more vital. Our future will demand that we stay at the forefront of both technical expertise and cultural leadership—balancing rigorous, impartial accreditation with an organisational culture where people thrive.

There is a journey still to go. UKAS must continue evolving to meet the demands of a digital-first, stakeholder-driven environment. We must continue to develop our people and processes, making space for innovation while safeguarding the professionalism and integrity that define us.

Yet, as we set our sights on the next three decades, we do so from a position of strength. We can take confidence from the culture we have fostered—one where performance and belonging are not competing objectives but mutually reinforcing imperatives.

I echo the words from last year's Annual Report; "UKAS will both challenge and support all teams, fostering a real culture of belonging where our actions meet our words." That sentiment continues to guide us today. And it will underpin everything we do as we chart the path to 2055 and beyond—a path defined by excellence, service and shared purpose.

METRICS DASHBOARD FOR OPERATIONS

Standard	2025	2024
ISO/IEC 17025 (testing laboratories)	**1170**	1172
ISO/IEC 17025 (calibration laboratories)	**362**	359
ISO/IEC 17020 (inspection bodies)	**373**	371
ISO 15189 (medical laboratories)	**539**	550
ISO/IEC 17021 (management system certification bodies)	**115**	121
ISO/IEC 17065 (product certification bodies)	**165**	171
ISO/IEC 17024 (personnel certification bodies)	**43**	43
ISO/IEC 17043 (proficiency testing providers)	**35**	32
ISO 17034 (reference material producers)	**16**	14
ISO 14065 (green house gas verifiers)	**0**	20
QSI (medical imaging services)	**32**	49
IQIPS (physiological services)	**71**	63
BS 70000 (medical physics and clinical engineering)	**35**	3
ISO 17029	**24**	1
ISO 20387	**1**	

Number of new accreditations and extensions to scope granted

Standard	2025	2024
New CAB grants of accreditation	**134**	111
Extensions to scope grants	**1151**	1259

METRICS DASHBOARD FOR OPERATIONS

Number of new conformity assessment body applications by standard

Standard	Number
ISO/IEC 17025 (testing)	44
ISO 15189	13
ISO/IEC 17020	19
ISO/IEC 17025 (calibration)	12
ISO/IEC 17065	5
ISO/IEC 17021-1	9
IQIPS	12
BS 70000	1
ISO/IEC 17024	3

Number of extensions to scope applications by standard

Standard	Number
ISO/IEC 17025 (testing)	599
ISO 15189	353
ISO/IEC 17065	54
ISO/IEC 17020	47
ISO/IEC 17021-1	35
ISO/IEC 17025 (calibration)	80
IQIPS	9
QSI / Imaging	9
ISO 14065	4
ISO/IEC 17043	8
ISO/IEC 17024	4
ISO 17034	4
ISO 17029	1
BS 70000 (Medical Physics and Clinical Engineering)	2
Diagnostic Imaging	1

Number of assessment days delivered

28,320
Surveillance and reassessment

1,544
Pre and initial assessment

3,853
Extensions to scope

3,070
Witnessed assessments

Number of assessors (broken down by role)

252
Lead assessors

560
Technical assessors

356
Technical experts

19
Lay assessors

STRENGTHENING INTERNATIONAL COOPERATION ON ACCREDITATION

By Rob Bettinson,
UKAS Executive Director, International Affairs

Over the past three decades, UKAS has established itself as one of the world's leading accreditation bodies. UKAS's international strategy builds on this legacy, reinforcing its global role in accreditation and supporting the UK government's trade and industrial strategies.

UKAS has long been an active participant in both regional and international accreditation communities, a member of the European co-operation for Accreditation (EA) since its inception in 2000, and of its predecessor organisations before that. Internationally, UKAS's engagement through the International Laboratory Accreditation Cooperation (ILAC) and International Accreditation Forum (IAF) has helped reduce technical barriers to trade and supported UK commercial interests, an increasingly vital mission as the UK seeks to strengthen its global trading relationships in a geopolitical landscape marked by supply chain disruption and threat to the global rules-based trading order.

This year, UKAS has expanded its international footprint by joining the Asia-Pacific Accreditation Cooperation (APAC) as an affiliate member, enhancing our connectivity with accreditation bodies in key markets, including the United States, India, Canada and countries within the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP). By deepening these relationships, UKAS is positioning itself at the forefront of international accreditation activity, strengthening the UK's regional 'soft' power for the betterment of the UK conformity assessment sector and industry.

STRENGTHENING INTERNATIONAL COOPERATION ON ACCREDITATION

Looking ahead, the transition to the Global Accreditation Cooperation Incorporated, which will replace ILAC and IAF from 1 January 2026, represents a new era for international collaboration between accreditation bodies. UKAS's commitment to working with international partners in pursuit of free and fair trade over the past 30 years means it is well positioned to thrive at the centre of this new organisation, which will introduce greater efficiencies, cooperation and authority. A new international Multilateral Recognition Arrangement (MRA) will be established to replace those currently managed by ILAC and IAF, with a transition period ensuring continued recognition of existing agreements.

UKAS's international strategy remains focused on deepening partnerships with accreditation bodies worldwide. We are actively fostering stronger ties with counterparts across the globe, including the United States, Canada, Brazil, Australia, Japan and South Korea; as well as across Europe, including with the likes of Germany, the Netherlands, Ireland and Switzerland. These relationships enable more agile collaboration in meeting the expectations of the conformity assessment sector as well as in support of trade agreements with conformity assessment provisions.

The value of MRAs is evident in international trade, allowing conformity assessment activities to be recognised across borders, reducing technical barriers that may arise from duplicative product evaluations. For these arrangements to be effective, they must demonstrate technical equivalence and harmonisation with internationally agreed norms. International cooperation bodies play a critical role in ensuring the consistent implementation of standards through harmonised application and efficient revision processes. In 2025, we have seen this in action with the implementation of revised international standards for medical laboratories (ISO 15189:2022) and proficiency testing providers (ISO/IEC 17043:2023). UKAS is now preparing for the harmonised introduction of the revised standard for inspection bodies (ISO/IEC 17020), expected at the turn of the year.

As Marco Forgione outlines in his article later in this report, international trade is digitalising at pace. The UK must use its leading position within the international arena to ensure that accreditation remains a trade enabling tool as international standards evolve to address emerging technologies, such as artificial intelligence, and growing societal priorities like sustainability. As the highest level of assurance in the quality infrastructure, accreditation plays a vital role in maintaining confidence that goods and services crossing borders have been assessed to international standards. UKAS's international strategy ensures it remains at the forefront of these developments, a core pillar of the UK's international influence and an embodiment of our commitment to serve the public interest through promoting free and fair trade.

CAPABILITY IN ACTION: BUILDING TRUST THROUGH LEARNING

By Andrew Fletcher,
UKAS Executive Director, Commercial

As the UK's National Accreditation Body, UKAS plays a vital role in maintaining trust in the systems that underpin quality, safety and regulation. Accreditation sits at the core of our work and our founding principles also include a very clear mission to support learning and development across the conformity assessment system. This focus on capability-building underpins the strength, consistency and resilience of the quality infrastructure as a whole.

For UKAS, this responsibility is fulfilled through the UKAS Academy. As a new member of the UKAS Leadership Team, I'm constantly struck by the depth of expertise within the organisation—and the vital role the Academy plays in helping individuals turn that expertise into lasting capability. The Academy builds the technical knowledge and judgement that people need to apply standards accurately and consistently in the real world and delivers this through a range of formats, including in-person, virtual and on-demand e-learning.

Today's organisations face growing complexity. Evolving regulations, rapid technological change and rising expectations for assurance and accountability are reshaping how conformity assessment is delivered and overseen. In this environment, technical knowledge alone is not enough. Professionals must also be able to navigate ambiguity, apply sound judgement and adapt quickly. Learning and development must therefore be ongoing—helping individuals build the resilience, responsiveness and confidence required to uphold standards, respond to change and operate with credibility.

Accreditation depends on the competence of those who both carry out and undergo assessments and reviews. Their ability to interpret and apply standards directly influences confidence in the system. The UKAS Academy plays a central role in supporting this competence—training both accreditation body assessors, in the UK and internationally, and professionals in accredited organisations in the methodology of assessments. In doing so, it strengthens capability and consistency across the conformity assessment landscape.

CAPABILITY IN ACTION: BUILDING TRUST THROUGH LEARNING

Our UKAS Academy courses are shaped by insights gained from real assessments. Participants gain not just technical knowledge but practical understanding through the up-to-date, sector-specific experience of UKAS trainers who are all active in accreditation.

Internationally, the importance of training continues to grow. As UKAS supports UK government objectives in global development and trade, our international advisory and training work helps build capability in countries developing their own quality infrastructure. These partnerships rely on trust and long-term knowledge transfer—not just technical input. By sharing our approach, UKAS supports cross-border alignment and mutual recognition, which are essential to reducing barriers and enabling growth.

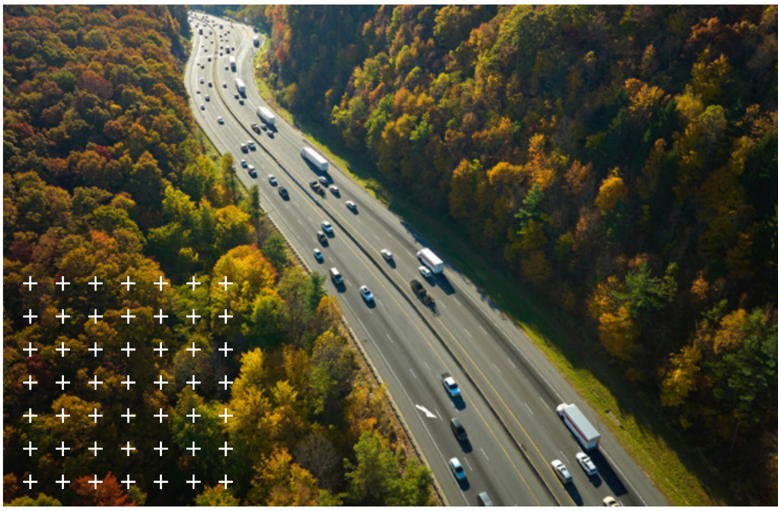
The UKAS Academy continually evolves in response to emerging needs. This includes increasing access to digital formats, tailoring programmes to sector-specific challenges, and helping regulators and policymakers build internal capability. This evolution is not driven by commercial demand—it reflects our responsibility to ensure that individuals working within accreditation, and across the wider quality infrastructure, are equipped to succeed.

Last year, the UKAS Academy supported more than 1,000 learners from across the quality infrastructure landscape. Every learner represents a broader investment in competence, confidence and consistency across the system—and in the personal growth of dedicated professionals whose decisions uphold standards every day. As the UKAS Academy continues to grow, success will be measured not just by participation, but by the capability, confidence and resilience of the people, systems and organisations those learners help uphold.

MAINTAINING STANDARDS: THE BEDROCK OF A TRUSTED TRADE FUTURE

By Marco Forgione MCIEx,
Director General of the Chartered Institute of Export & International Trade

Global trade continues to reel from Washington's deliberate strategy to unpick the global multilateral system. With the impacts of 'Liberation Day' reverberating, unpredictability seeps into decision-making. Timelines of policy changes shift at a moment's notice. The UK faces a defining moment, seeking to take advantage of a reasonably intact 'special relationship' with the US, whilst navigating towards a new trading relationship with the EU.



Against this backdrop, now is a critical moment for the UK to progress its efforts on trade digitalisation. Digitally-driven and interoperable trading systems, based on trusted trade principles, are something we must strive for, leveraging digital tools for supply chain visibility and building partnerships based on agreed global standards.

Conforming to standards forms the bedrock of trust in trade and digitalisation has a role to play in providing greater assurance on information throughout supply chains. Whether digitalisation of conformity information (utilising digital reporting platforms or blockchain technology, for example), or utilising digital identities for supply chain visibility, the future lies in technology.

The Chartered Institute of Export & International Trade has been at the forefront of working with industry partners and governments in trialling digital trade technology, running digital trade pilots from countries such as Kenya and Germany to the UK. The principal objective of these pilots was to provide permissioned and graduated access to advance supply chain data to facilitate cross-border movement of goods in a secure and trusted manner. The results demonstrated proven cost and time savings.

Digitalisation of conformity information is also vital to prevent false assurances in trade. We can learn a lot from the EU in this area with its development of a framework to implement Digital Product Passports (DPP).

This type of passport provides a digital record about a product's lifecycle—right from raw material extraction to end-of-life management. Transparency allows all involved in the supply chain—whether consumers, businesses or authorities—to obtain the information they need at speed and to be able to trust the quality of what they are receiving.

International standards and globally recognised ways of demonstrating that these standards have been met—such as the assurance of conformity—will only play an increasing role in world trading systems, particularly to counter the mistrust currently infiltrating relationships between key actors. The Chartered Institute is pleased to partner with UKAS, and others, to ensure that confidence in mutually agreed standards can exist in international trade. This is our chance to champion a model of trade that's open, responsible and inclusive.

The UK, therefore, has a critical role to play in the coming years taking a lead in shaping a new digital era for global trade, based on trusted trade principles. This is not merely an outward call for the global community to 'play nicely' together. Supporting the rules-based trading order is an act of economic patriotism. It ensures that, through trusted flows of trade, policy consistency and an understanding of the unique 'value-add' which the UK has to offer, our jobs, industries and communities will thrive.

HOW ACCREDITATION SUPPORTS PUBLIC POLICY FOR THE FUTURE

By Graham Russell MBE,
Chief Executive Officer, Office for Product Safety and Standards, Department for Business and Trade

As we mark UKAS's 30th anniversary this year, it is a good time to reflect on the importance of accreditation to our national prosperity.

In 2025, the UK government published its industrial and trade strategies, which together outline ambitious goals for boosting innovation, productivity, and economic growth.

As the UK's National Accreditation Body, UKAS plays an important role in supporting the implementation of these strategies by building confidence in testing and certification and enabling faster market access for emerging technologies. We are living in an increasingly digital world, and emerging technologies are becoming more prominent. The Department for Business and Trade has supported a range of UKAS projects to ensure their systems work in a digital age and UKAS are in turn supporting the development of the Artificial Intelligence Quality Infrastructure (AIQI) Consortium to help embed trust, transparency, and accountability into the use of AI through accredited conformity assessment and international standards.

Confidence must be built upon a recognition of the need for public safety. The tragedy of Grenfell Tower must never be repeated in the future - the government and the bodies we sponsor such as UKAS are committed to this. One of the most important sectors where change is necessary is construction products. This is a critical sector that directly impacts public safety and environmental sustainability. Earlier this year the government published the Construction Products Reform Green Paper, which set out proposals for UKAS to have a key role to play in supporting a strengthened, robust regulatory framework that has safety at its heart.

We want to work with UKAS to build on a rich history and create a powerful future. DBT recognises UKAS's longstanding contribution to the UK's National Quality Infrastructure. To ensure that we continue to deliver this together, UKAS operates under a Memorandum of Understanding (MoU) with DBT, with the delivery of the MoU overseen by my team in the Office for Product Safety and Standards.

POLICY AND STAKEHOLDER ENGAGEMENT: ENABLING A NATIONAL ACCREDITATION SERVICE IN THE PUBLIC INTEREST

By Richard Collin,
UKAS Executive Director, External Affairs

UKAS arrives at its 30th anniversary in an increasingly complex political and economic landscape, with the UK grappling inflationary pressures, green transition commitments and the reconfiguration of global supply chains. These and other issues mean that the role of External Affairs in navigating UKAS's engagement with government, industry and civil society has never been more strategically important.

UKAS's appointment by government places on us a public interest duty, one that is at the core of what it means to be the National Accreditation Body. It requires us to work in partnership with government to support safe and sustainable innovation and strengthen the UK's global influence. Accreditation enables enterprise and trade whilst safeguarding public confidence, such that economic progress does not come at the expense of safety or environmental responsibility.

Providing a comprehensive offer of support to government and the market is fundamental to UKAS's vision: to be recognised and respected across the world for our role in building a safe, secure and sustainable future. Having the necessary strategic relationships in place is a prerequisite for achieving this vision—relationships not just with UKAS's members, but also across the rest of government, to support policy priorities, and with industry. This means engaging and positioning UKAS as a partner for economic growth.

This is a challenge to which the External Affairs team has risen through my four years in UKAS, but never more so than in the past year. This year, the External Affairs team has refocused its efforts to support the current government's economic growth agenda, ensuring that accreditation is understood and utilised by policymakers and regulators. We have also stressed the role that accreditation can play in reducing barriers to UK-EU trade, working with business stakeholders across Europe. We convened a roundtable and joint industry statement in support of a mutual recognition agreement on conformity assessment, to position accreditation as a practical tool that can reduce unnecessary barriers to business opportunity.

It is this kind of engagement that directly serves the public interest: working with industry, the conformity assessment sector and government to anticipate future needs and identify how accreditation can strengthen the UK's international competitiveness.

UKAS's legitimacy relies on sustained trust from government and the public alike. A proactive approach to external engagement will ensure that UKAS maintains this trust; not merely acknowledged for the accreditation services it provides, but recognised as a partner in the design, delivery and implementation of regulation.

POLICY AND STAKEHOLDER ENGAGEMENT: ENABLING A NATIONAL ACCREDITATION SERVICE IN THE PUBLIC INTEREST

If UKAS is not visible and relevant in these discussions across the UK's regulatory ecosystem, its own growth will be stunted. External Affairs enables the broadening of UKAS's ambition, extending its offer of support across the UK, recognising that to be the National Accreditation Body means being present, building broad stakeholder coalitions across the nations of the UK and identifying new opportunities for accreditation. 2025 has seen a significant expansion in our engagement in Scotland, for example, with UKAS appointed to the Scottish Government's Regulatory Review Group, a reflection of the role that accredited assurance must play in supporting devolved policy.

Recruitment of dedicated resource will enable a step change.

In short, whether it is supporting the clean energy transition, artificial intelligence assurance and the government roadmap or the UK's new trading relationships, External Affairs will remain the interface through which UKAS makes its first contacts and maintains relationships with government and our stakeholders. We sit at the start of the value chain of accreditation, broadening our impact and ensuring that UKAS can provide a national accreditation service in line with its public interest mission.

Government and regulators

Department for Business & Trade · Department for Environment Food & Rural Affairs · Department of Health & Social Care · Ministry of Defence · Ministry of Housing Communities & Local Government · UK Health Security Agency · Food Standards Agency · HSE Health & Safety Executive

Customer associations

ABCB · airto · BMTA · SAFed

Business and industry

CBI · fsb · MAKE uk · SMMT

Professional bodies and other interests

Academy of Medical Royal Colleges · CIC · ctsi · CQI · EEMUA · Engineering Council · ISEP · Science Council

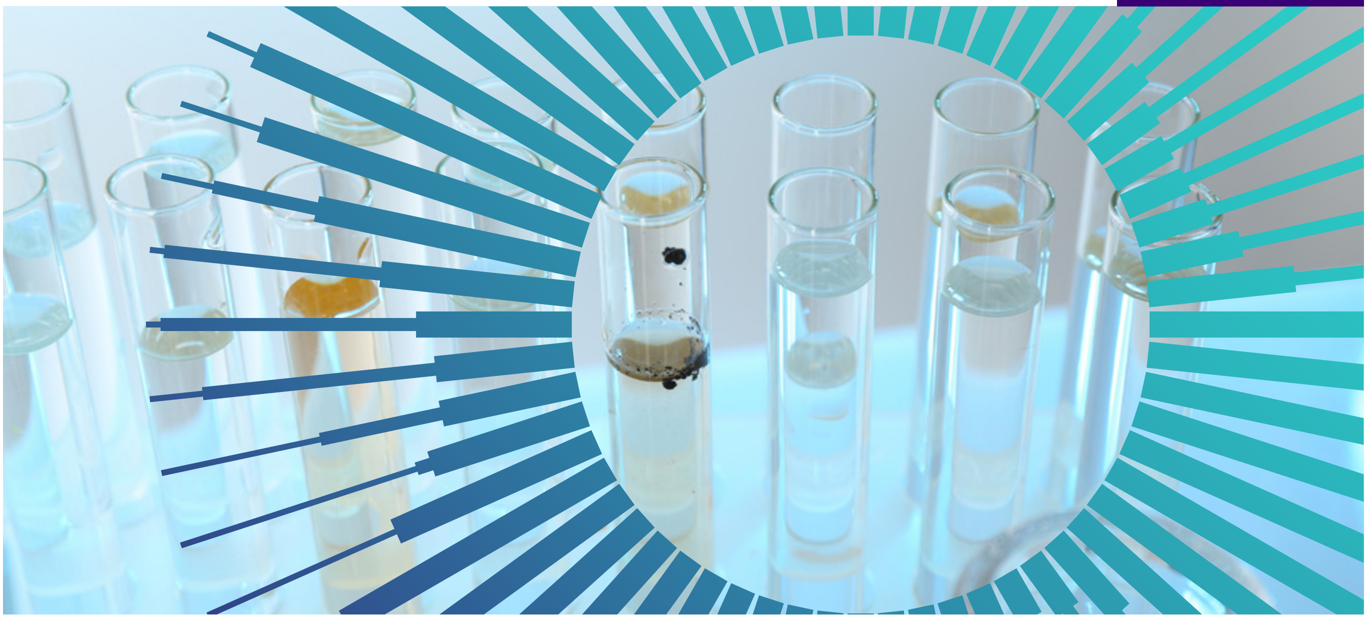
PERSPECTIVES ON THE NEXT 30 YEARS OF THE GLOBAL TESTING, INSPECTION AND CERTIFICATION INDUSTRY AND WHAT IT COULD MEAN FOR UKAS

By Bennet Summers,
Partner and Global Head of Science and Compliance, OC&C Strategy Consultants

Despite tracing its origins back centuries, the 'why', 'what' and 'how' of today's testing, inspection and certification (TIC) industry are changing rapidly.

TIC is a £200bn global industry, underpinning the safe, secure and efficient operation of every part of society, from what we eat to where we live and how we travel and communicate, with a well-established network of National Accreditation Bodies (NABs) such as UKAS and trade associations such as the TIC Council.

As an industry it was 'under the radar' for a long time, which makes its newfound prominence and rapid evolution over the past decade even more remarkable, with fundamental changes in its role and operating model. So what will the future hold for TIC and accreditation bodies in the next 30 years? From the trends we see today, there are clues as to who the winners will be and how TIC companies and the NABs that support them can have the most impact.



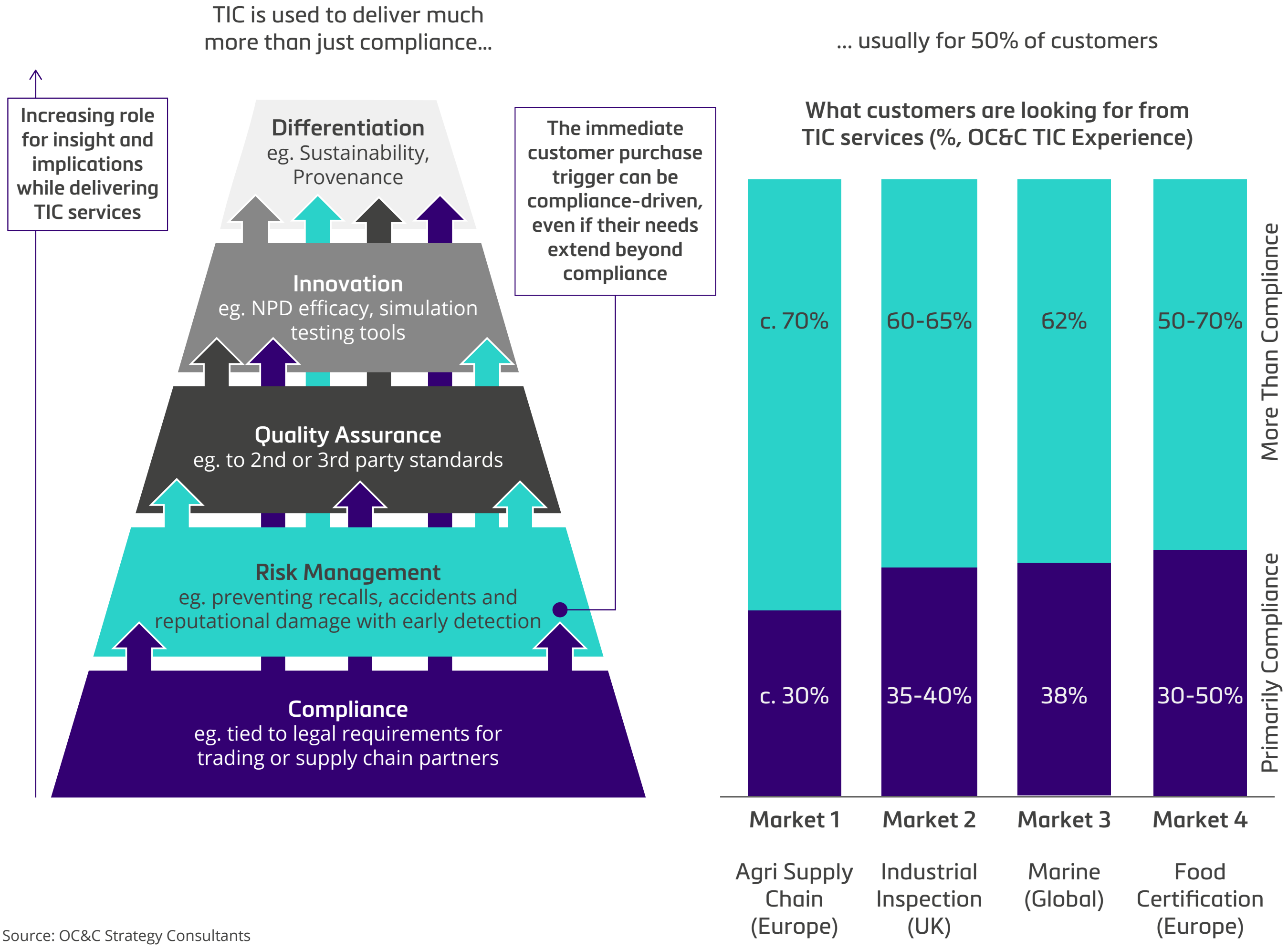
PERSPECTIVES ON THE NEXT 30 YEARS OF THE GLOBAL TESTING, INSPECTION AND CERTIFICATION INDUSTRY AND WHAT IT COULD MEAN FOR UKAS

1. The 'Why': more than TIC-king a box

Last year OC&C was tasked with articulating the impact of the global TIC industry. In one sense the answer was 'everything'—it's hard to find a product or service offered in any developed economy that has not been tested or inspected along the way.

More interesting to unpick was the 'why'. Despite being an industry that often defines itself by conformity assessment and standard setting, most customers we've spoken to (across >100 TIC projects in the last decade) are looking for more from their TIC providers than just compliance, whether that is risk management, innovation, sustainability or more:

TIC Market Customer Drivers



Source: OC&C Strategy Consultants

Geopolitical and regulatory uncertainties in major economies reinforce the importance of serving these 'higher level' needs: within the past twelve months we have seen rollback on planned supply chain and green claims regulation in Europe, as well as a major reduction in environmental compliance expectations in the US.

PERSPECTIVES ON THE NEXT 30 YEARS OF THE GLOBAL TESTING, INSPECTION AND CERTIFICATION INDUSTRY AND WHAT IT COULD MEAN FOR UKAS

2. The 'What': new areas to assess

Much of the growth in TIC is coming from new areas such as sustainability, cyber security and artificial intelligence, and/or a deeper scrutiny within them, such as the increased focus on how supply chains operate, not just the conformity of products within them. A uniting theme is that measuring these areas is intrinsically less certain: climate risks are the sum of multiple interdependencies; global supply chains have tiers of depth far beyond an individual site audit; artificial intelligence algorithms are 'black boxes'; and cyber security threats change at a pace far faster than any regulator can keep up with.

For an industry that has sold certainty built on clearly defined standards for so long, this is a challenge. The winners in the future will be those who combine a nuanced understanding of risk assurance with high standards of technical excellence, while talking about scenarios and trade-offs not just a Manichean assessment framework.

3. The 'How': new technologies and capabilities

The capabilities required to deliver on customers' growing needs are fundamentally changing.

Partly this is embracing new technologies to deliver traditional services: drones can help inspect infrastructure at a fraction of the cost; remote monitoring delivers a step change increase in the frequency and quality of data; simulated testing (especially in automotive and aerospace) can accelerate research and development cycles; and artificial intelligence can be used to fast-track the interpretation of data.

But this also means combining TIC services with other capabilities to serve a broader set of needs. The 'winning formula' lies beyond traditional boundaries, whether that is increasing integration with research and development processes (life sciences and manufacturing), asset integrity management (built environment), supply chain software (food and consumer goods) or various flavours of consulting.

So what?

In any future scenario, the importance of the quality infrastructure underpinning all of this will be as important as ever. Accreditation will be a crucial influencer in determining what new testing methods achieve the level of accuracy, precision and consistency required to meet the industry's exacting standards. And, similarly, what are the most objective ways to measure climate impact and artificial intelligence-based risks, as well as the relative benefits of methods and projects designed to remediate each situation.

Accreditation must continue to evolve into more of a nuanced assessment than simple compliance checks. All while still maintaining the highest standards of credibility and rigour, even in the face of pressure to cut red tape, without holding back the opportunities arising from new technology. I look forward to seeing how the TIC and accreditation industries work together to meet these challenges over the next 30 years.

BUILDING THE FUTURE OF ARTIFICIAL INTELLIGENCE ASSURANCE: UKAS AND THE AIQI CONSORTIUM

By Adam Leon Smith,
Chair, AIQI Consortium

As artificial intelligence (AI) reshapes industries and societies, the need for robust, internationally recognised assurance frameworks has never been more important. In an era where AI systems influence everything from healthcare diagnostics to financial services and autonomous vehicles, ensuring these technologies are trustworthy, ethical and reliable is not just a technical challenge, it's a fundamental requirement for public confidence and economic prosperity.

This imperative has driven UKAS to exercise its unique convening power, bringing together quality infrastructure organisations from around the world to establish the AI Quality Infrastructure (AIQI) Consortium. Born from the Walbrook AI Accord, and developed in partnership with the City of London and the TIC Council, the AIQI Consortium represents a landmark collaborative effort to shape the future of AI assurance.

UKAS's convening power in action

Throughout its 30-year history, UKAS has consistently demonstrated an exceptional ability to bring diverse stakeholders together to address complex technical challenges. The establishment of the AIQI Consortium exemplifies this convening power at its most sophisticated—uniting accreditation bodies, conformity assessment bodies, standards organisations and research institutes under a shared vision for AI assurance.

The Consortium's formation reflects UKAS's commitment to its public interest mission by supporting businesses and consumers through the safe, secure and ethical adoption of AI technologies across the market.

By leveraging relationships built over three decades, UKAS has created a platform where different perspectives, regulatory approaches and technical expertise can converge to address one of the most significant technological opportunities of our time.

A collaborative framework for global AI assurance

The Consortium's collaborative approach recognises that AI assurance cannot be achieved in isolation. The technologies we seek to assure are inherently global—AI systems trained in one country may be deployed worldwide, algorithms developed by multinational teams may impact citizens across continents and data flows transcend borders. Assurance frameworks must reflect this reality.

The Consortium promotes ISO/IEC 42001, the international standard for AI management systems, as a foundational element of trustworthy AI deployment. Further, our ambitions extend to harmonised approaches to AI testing, supporting mutual recognition frameworks for AI certifications and developing practical guidance for organisations.

This collaborative model enables smaller nations and organisations to benefit from shared expertise, while ensuring that diverse regulatory contexts and cultural values are reflected in our collective approach.

AI assurance that utilises the global quality infrastructure, through international standards and globally recognised means of assuring they are met, will help avoid the fragmentation that would result from purely national approaches.

BUILDING THE FUTURE OF ARTIFICIAL INTELLIGENCE ASSURANCE: UKAS AND THE AIQI CONSORTIUM

Addressing tomorrow's challenges today

The pace of AI development means that assurance frameworks must be rigorous and agile. The AIQI Consortium is developing forward-looking approaches that can adapt to emerging technologies while maintaining the technical rigour of accreditation and conformity assessment.

Our work encompasses several critical areas: establishing skills frameworks for AI assessors, supporting policymakers to ensure they understand how standards and accredited conformity assessment can be used in an AI context and examining how AI can be deployed within conformity assessment activity.

The Consortium serves as a living laboratory where different approaches can be tested, refined and shared. This collaborative experimentation is essential as we navigate uncharted territory in AI assurance, learning from both successes and failures to build more robust frameworks.

Building trust through international cooperation

Public trust in AI systems depends on the credibility of the assurance frameworks that validate them. The consensus-based, multi-stakeholder standards development process, the foundation of these frameworks, enables this credibility, demonstrating that AI assurance standards are developed through genuine international cooperation. Without common standards and assurance, organisations must navigate a patchwork of incompatible national frameworks. Instead, the Consortium promotes approaches that facilitate cross-border recognition and reduce the unnecessary duplication of assessments.

Leading into the next decade

The Consortium represents a culmination of convening expertise and a foundation for the next chapter. It embodies a commitment to stay ahead of technological developments, proactively positioning accredited conformity assessment as a foundation of AI assurance.

Through the Consortium, UKAS is not just responding to the challenges of AI; it is actively shaping the future of how the world approaches AI assurance, ensuring that as powerful technologies transform our societies they do so in ways that are trustworthy, ethical and to the benefit of all.

WORKING IN PARTNERSHIP TO ENSURE MARKETPLACE ASSURANCE

By John Herriman,
Chief Executive Officer, Chartered Trading Standards Institute

We live in a world that is fundamentally based on trust. Whether that is as a member of the public making a purchase of a product or buying a service, or as a business manufacturing or supplying those same goods and services. We all benefit from that system of trust and it creates a form of social value that not only ensures consumers are protected but, that helps business to trade fairly. Ultimately this creates an economic benefit which further enhances that social impact.

In the specific domain we all operate in, the marketplace, that trust in the system has never been more important as we navigate through a period of dramatic change, whether driven by politics at the national and international level, technology, or social innovation. We all know that during periods of uncertainty it is critical that as guardians of the consumer protection landscape we try to anticipate the future so we can prepare for it and identify opportunities to improve. In our world this is all about maintaining that hard won trust, which can be so easy to lose and so hard to regain if that happens.

No single organisation can assure a marketplace, that is a given. Another given is that market assurance needs strong actors who are forward thinking and proactive about anticipating all the inevitable challenges. As UKAS celebrates its 30th anniversary, it has proven the value of effective accreditation and continues to adapt to the changing environment by ensuring that consumers and businesses, in the UK and abroad, have confidence and trust in the system. As we all know, though, accreditation is just one aspect of the quality infrastructure, sitting alongside regulation, standards and non-regulatory interventions such as codes of practice; and that is where the real strength of the system comes from—through partnership.

WORKING IN PARTNERSHIP TO ENSURE MARKETPLACE ASSURANCE

As the Chartered Trading Standards Institute (CTSI), the UK's only professional body for the Trading Standards profession, we have been enormously proud to support and work alongside UKAS since 1995. We have clearly seen the value UKAS has added as a partner organisation to the quality infrastructure, something CTSI has been directly involved in since 1881. We also continue to see the way UKAS is looking to the future and helping to lead conversations, both nationally and internationally, on the quality infrastructure system.

The strength of the relationship between CTSI and UKAS comes from the joint focus on compliance, providing an important safety net, ensuring market assurance which helps create that level playing field for business as well as consumer confidence. Compliance is just one aspect though, because to ensure compliance you need strong enforcement, which is where Trading Standards really comes to the fore and helps extend the boundaries of UKAS. Despite significant challenges to resourcing in local government, Trading Standards continues to punch above its weight helping to ensure the integrity of the quality infrastructure system, a role we are immensely proud of as a profession.

Confidence in the future comes in part from how we tackle the challenges we face in the present. This is particularly important as we respond to changes in the marketplace and demands that the quality infrastructure system keeps pace. As we see new legislation such as the Product Regulation and Legal Metrology Act, or initiatives like the government's industrial strategy, it means that we must keep pace with those challenges—and the role of UKAS is critical in navigating this dynamic environment. Our close working relationship helps to ensure we keep the quality infrastructure system in balance with some solutions provided by accreditation and others by regulation, standards, or even voluntary schemes such as consumer codes. All serve a slightly different purpose but with a single aim, assured markets.

Change is constant but together UKAS, the Trading Standards profession and all the other partners in the quality infrastructure have shown an ability to reflect and to adapt quickly to changing circumstances, as well as operate in the best interests of markets and consumers who we all exist to support. It is not easy, but it is something we are all absolutely committed to and take very seriously; not least because through our work we are genuinely protecting people from harm. We are therefore stronger together through our partnerships, in fact we would not be successful without them. I also have absolutely no doubt this collaboration will remain a key feature of the Trading Standards profession's relationship with UKAS as we look to the future and ensure the UK is always well placed to face it.

GROUP STRATEGIC REPORT

For the year ended 31 March 2025

The principal activity of the Group in the year under review was that of being the National Accreditation Body recognised by government to assess, against internationally agreed standards, organisations that provide certification, testing, inspection and calibration services.

The Group is a non-profit-distributing private company, limited by guarantee. The Group is independent of government and appointed as the National Accreditation Body by Accreditation Regulations 2009 (SI No3155/2009). UKAS is licensed by the Department for Business and Trade (DBT) to use and confer the national accreditation symbols (formerly national accreditation marks) that symbolise government recognition of the accreditation process.

Business review

The results for the Group are set out on page 62. These financial statements reflect the trading activities and results of both UKAS and UKAS Limited, formerly known as Clinical Pathology Accreditation (UK) Limited (CPA).

The Group expects to continue to grow in most areas of the business, with work in healthcare, forensics science, construction, environment, food/agriculture, artificial intelligence and information security spearheading this growth. The Board continues to focus on creating the capability to respond to the ever-increasing demand for accreditation schemes by a wide range of sectors and, to that end, continues to invest in the development of the UKAS infrastructure and people. During the year ending 31 March 2025, we expanded the functionality of our customer portal and digitalised many of our assessment processes, receiving positive feedback from the majority of customers. For example, UKAS digitalised the new customer application process, creating an infographic and evaluation tool for better transparency and customer support. Going forward, we will continue to expand the use and the functionality of the portals to support productivity, service delivery and richer customer interactions.

The aftershocks from Brexit, and the wars in Ukraine as well as the Middle East, continued to affect UKAS and its customers, especially in relation to inflationary pressures. Despite the prolonged tightening of the labour market, the Group invested heavily in talent retention and acquisition and managed to grow its resources, including in more niche technical areas, and added a range of e-learning courses and free webinars that are designed to demystify the journey to, and promote the value of, accreditation as well as digitalisation.

Principal risks and uncertainties

The Directors have applied judgements, based on expert advice, in relation to assessing the position of the Defined Benefit Pension Scheme. There are no other matters concerning financial risk that are material for the assessment of the assets, liabilities, financial position and profit or loss of the company.

Financial key performance indicators

The Group has achieved an operating profit of £2,386,846 (2024: £3,199,983) and a gross margin of 40.3% (2024: 40.4%).

The financial performance this year was positive and the Group continues to be profitable. The Group's balance sheet continues to show a healthy current ratio of current assets to short term creditors of 2.7 times (2024: 2.5 times).

Other key performance indicators

The Group continues to report internally on a series of Key Performance Indicators, such as the number of days of assessment delivered, the number of customers visited and the efficiency and effectiveness of the service. In addition to this, the company constantly surveys its customer base to ensure that the quality of service is maintained at the highest levels. In the year to 31 March 2025, the company delivered 36,787 (2024: 36,436) assessment days.

Directors' statement of compliance with a duty to promote the success of the Group

In the decisions taken during the year ended 31 March 2025, the Directors have acted in the way they consider to be in good faith, most likely to promote the success of the Company and its continuing reputation for high standards of business conduct, and for the benefit of its members as a whole, having regard to the stakeholders and matters set out in Section 172 of the UK Companies Act 2006.

This report was approved by the board on 15 July 2025
and signed on its behalf.

Matthew Gantley

Matthew Gantley

Director

Date: 15 July 2025

£2,386,846

Operating profit
(2024: £3,199,983)

40.3%

Gross margin
(2024: 40.4%)

DIRECTORS' REPORT

For the year ended 31 March 2025

The Directors present their report and the financial statements for the year ended 31 March 2025.

Directors' responsibilities statement

The Directors are responsible for preparing the Group strategic report, the Directors' report and the consolidated financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and the Group and of the profit or loss of the Group for that period.

In preparing these financial statements, the Directors are required to:

- Select suitable accounting policies for the Group's financial statements and then apply them consistently;
- Make judgments and accounting estimates that are reasonable and prudent;
- State whether applicable UK 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 Group will continue in business.

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

Results and dividends

The profit for the year, after taxation, amounted to £3,452,844 (2024: £3,676,480).

As the company is non-profit distributing, the Directors do not propose a dividend (2024: £Nil).

DIRECTORS' REPORT

The Directors who served during the year were:

Lord Jamie Lindsay
Chairman

Matthew Gantley
Chief Executive

Professor Michael Mainelli
Senior Independent Director

Georgia Alsop
Chief Finance and Digital Innovation Officer

Lynsey Poyner
Chief Operations Officer

Richard Collin
Executive Director, External Affairs (appointed 15 October 2024)

Sarah Veale
Non-Executive Director

Dr. Jeffery Llewellyn
Non-Executive Director

Professor Adrian Charles Newland
Non-Executive Director

Philip Rycroft
Non-Executive Director

Jeffrey Ruddle
Strategic Development Director (resigned 24 July 2024)

Lorraine Turner
Accreditation Director (resigned 5 July 2025)

Future developments

In February 2024 the Board approved the UKAS Strategic Review and updated our Purpose, Vision, Mission and Values as well as the Strategic Priorities that identify, at a high level, the key areas of focus for the business.

These strategic priorities are:

- To excel in areas of technical expertise and service;
- To be agile, enabling the organisation to adapt and promote digital innovation;
- To be perceptive and inclusive in developing talent and building knowledge;
- To deliver financial stability and productivity;
- To be respected and recognised across the world for our role in building a safe, secure and sustainable society.

More specifically, UKAS intends to deliver these priorities through the following objectives:

Key strategic objectives

Related to our priority to excel in areas of technical expertise and service:	• Deliver 'world class' customer service. • Ensure ongoing MLA/MRA signatory status, through effective peer evaluation. • Fully implement the lessons learned from the Grenfell Inquiry. • Develop and enhance operations and sales resources, to support strong technical management and key sector growth.
Related to our priority to be agile, enabling the organisation to adapt and promote digital innovation:	• Enhance our customer and assessor portals to further digitise the assessment process and capitalise on the use of generative AI and performance analytics to improve reporting and the management of corrective actions and critical non-conformities. • Digitise the accreditation schedule for automated verification and improved analytics and accreditation programme planning. • Develop our CertCheck tool to support verification of a broader range of UKAS accredited activities, supporting our stakeholders and customers. • Develop our accredited services and outreach in key growth areas such as voluntary carbon markets, sustainability schemes and disclosures, energy transition, artificial intelligence, data management and construction products.
Related to our priority to be perceptive in developing talent:	• Drive improvement in employee engagement, focusing on creating a culture of belonging where everyone feels valued and heard and embedding Equity, Diversity and Inclusion policies and practices. • Leverage our learning management system to enhance our learning, mentoring and development programmes. • Implement our talent and leadership development programme and enhance our process for succession planning.
Related to our priority to deliver financial stability and productivity:	• Invest in the long-term growth, stability and resilience of UKAS. • Enhance our training and advisory services providing guidance and advice that supports the needs of the conformity assessment sector and international partners.

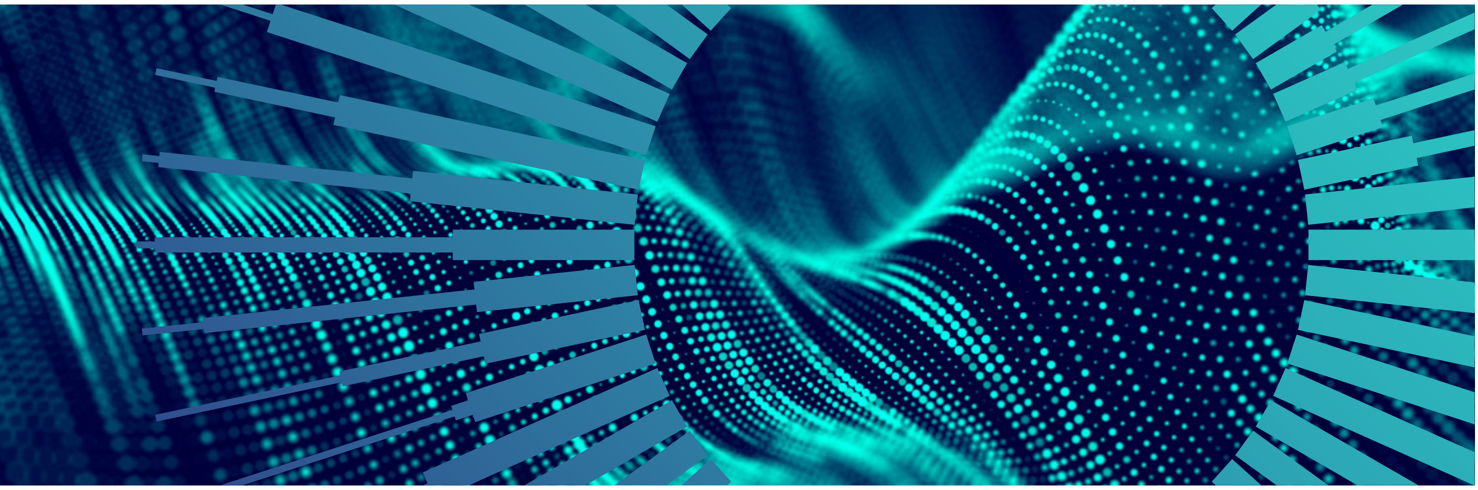
Key strategic objectives

Related to our priority to be respected and recognised as the world's foremost accreditation body are:

- Enhance UKAS's relationship within UK government, building a reputation as an agile organisation that provides solutions to address government's challenges.
- Position accreditation as a tool that supports the reduction of technical barriers to trade and campaign for international mutual recognition of conformity assessment between the UK and the EU and other major trading partners.
- Develop evidence and enhance collateral on the value of accreditation, to communicate to customers, stakeholders and government the benefits of being accredited and using accredited services.
- Increase UKAS's commitment to ILAC/IAF and EA, taking on leadership roles in key committees.
- Alongside our partners, enhance the profile of the NQI systems-solution in the design and implementation of smarter regulation, including digital quality infrastructure initiatives.
- Diversify and improve our stakeholder engagement.

Stakeholder engagement

In order for the Company to meet its responsibilities to stakeholders, the Board has to ensure effective engagement with them. As part of its annual strategic review process, the Board considers the identification and prioritisation of stakeholders and whether its relationships with key stakeholders are being managed appropriately. As set out below, stakeholder engagement is achieved in several ways and in particular through a broad annual Policy Advisory Forum and delegated Policy Advisory Council that advises the Directors on the views of stakeholders. The Board ensures that it has effective engagement mechanisms in place to gain a clear understanding of the views of key stakeholders so that their interests and the matters set out in Section 172 of the Companies Act 2006 can be considered in Board discussions and decision making. Taking account of the interests of our stakeholders is at the centre of our strategic plan and our purpose to promote trust in the products and services we all use, creating a world of confidence. As such, examples of UKAS's engagement with its key stakeholders including members, employees, contractors, pensioners, consumers, suppliers, standards development organisations, other accreditation bodies and regulators, governments around the world, professional bodies and academia, labour and environmental organisations and local communities can be found throughout this Annual Report.



Examples of our key engagement activities in 2025 include:

Key stakeholder or stakeholder concern	Key engagements	Further information
Employee engagement and belonging	• UKAS values employee engagement and regularly shares information with its employees and their representatives on all matters of concern to them, including highlighting financial and economic factors affecting the Company's performance, and encourages employee involvement in the Company's overall performance including health and safety. Underpinning this are our values that promote acting with integrity and respect for one another and our aspiration for a culture of belonging and inclusion where everyone feels welcomed, able to speak up, connected and respected. • UKAS communicates and engages with its workforce, including contractor assessors, using a variety of channels blending in-person, virtual and electronic communication. In 2025 the Executive and Non-Executive Directors were able to communicate regularly with the whole of the workforce, through the use of technology and also in-person during the UKAS annual employee conference, providing important updates on policies and initiatives, sharing insights and best practice, celebrating success with employee awards, promoting a culture of belonging and inclusion with cross functional team building activities as well as inviting feedback. • The effectiveness of these strategies is tracked through our employee engagement survey. Throughout 2025, employee morale remained high with 83 per cent of employees who responded to our survey giving positive responses to questions around morale.	
Employee health, safety, wellbeing and work life balance	• UKAS supports employee wellbeing and work life balance by ensuring that employees have the relevant tools and information on policy decisions around safety and by introducing flexible working patterns. • Managers are provided with training and advice on how to lead remote teams effectively and on how to manage stress and mental health at work. Our trained mental health first aiders provide a first line of support to our workforce and, together with our line managers, are trained to sign-post employees to the Employee Assistance Programme that is available to them. • During 2025, we launched our carer support benefit—a service that supports employees who are caring for loved ones, helping them find the right services and navigate, often complex, systems. • Our Social Committee spearheaded a number of social and team building events that helped keep the whole of UKAS connected and our Human Resources Team co-ordinated workshops on neurodiversity, promoting awareness and providing guidance on how to support colleagues affected by menopause and other challenges.	

Key stakeholder or stakeholder concern	Key engagements	Further information
Equity, diversity and inclusion (EDI)	• The Group believes that EDI enables delivery of our purpose. To benefit from a diverse workforce, the Group applies role-related and objective criteria to select and develop talent and focuses on building an inclusive environment that promotes psychological safety and where everyone feels able to participate and achieve their potential, irrespective of gender, sexual orientation, background, ethnicity or disability. We endeavour to treat each individual and each other with equity and fairness, including in relation to job applications, pay, training, promotion and talent development. • The Board receives an overview of EDI at UKAS and in 2025 it continued to share its EDI action plan with the UKAS workforce, restating its commitment to building a 'culture of belonging' at UKAS where everyone feels valued and heard. The UKAS leadership team has received training in EDI and is committed to inclusive leadership. • During 2023, the vast majority of UKAS employees participated in a series of belonging and inclusion workshops, facilitated by a leading expert in the area of belonging, offering the opportunity for a two-way dialogue and encouraging employees to share ideas on how to foster inclusion at UKAS. In early 2024, we created our Belonging Employee Resource Group 'BRIDGE' that is helping champion inclusion at UKAS. During 2025, the vast majority of UKAS employees participated in training on sexual harassment. This included training for leaders, ensuring they understand their safeguarding role in creating an inclusive and safe working environment.	Further information on the gender gap report can be found on the UKAS website.
Members of the company's Defined Benefit Pension Scheme	• The Board regularly engages with members of UKAS's Defined Benefit Pension Scheme (the 'Scheme') through various direct and indirect channels, including regular communication with trustees and attendance by Directors at Trustee meetings. • The Scheme is well funded and remains open to new employees. During 2025, the Scheme awarded discretionary increases of 10 per cent for benefits accrued from March 2003 to 31 March 2024.	Further information can be found on pages 84, 85, 86 and 87.
The UK government	• UKAS continued to work closely with DBT and MHCLG to respond to the final report of the Grenfell Tower Inquiry, as well as government's response and other reviews. UKAS is committed to learning the lessons from these reviews and developing accreditation as necessary so that it can continue to be part of the solution. In parallel, UKAS continues to work with DBT on the role of accreditation in international trade agreements and in promoting trade across the world. Across its range of accreditation services, UKAS engages with government and regulators to ensure regulation and regulatory policy is effectively applied where needed through accredited conformity assessment.	

Key stakeholder or stakeholder concern	Key engagements	Further information
UKAS Members and Trade Associations	• UKAS maintains an External Affairs programme for ongoing engagement activities with a broad range of stakeholders including UKAS members and trade associations. • The Company's Articles of Association also require the Directors to establish a Policy Advisory Forum (PAF): "the purpose of which will be to ensure that the Directors are aware of the views of interested parties on policy issues affecting the Company's activities, including the development, interpretation and application of national, European and International Standards, guidelines, procedures, regulations, practices and agreements applicable to accreditation bodies and conformity assessment bodies." The PAF represents more than 60 stakeholders and is represented by a smaller Policy Advisory Council (PAC). The PAC advises the UKAS Board on the more detailed aspects of stakeholder feedback on UKAS policy, particularly on questions relating to the safeguarding of impartiality.	Further information can be found in the Policy Advisory Forum and Policy Advisory Council Chair's report.
Sustainability	• Enabling businesses to achieve best practice in sustainability is the focus of many of the areas that UKAS accredits. That includes environmental/energy management systems, carbon neutrality and the UK Emissions Trading Scheme. UKAS continues to invest in the development of new areas of accreditation that support sustainability through direct engagement with a range of key stakeholders, including DBT, the FRC and the Institute of Sustainability and Environmental Professionals (ISEP). UKAS continues to adopt a blended approach to assessing and promotes greater use of remote internal meetings to mitigate, where possible, the environmental impact of these events. On 1 August 2022, and in line with UKAS's commitment to become net carbon neutral by 2030, UKAS introduced an attractive allowance for fully electric company cars as a way of incentivising the adoption of electric vehicles by those who are required to drive on UKAS business. UKAS is largely paperless as it uses electronic workflows and document handling systems. In November 2022, UKAS switched the lighting of its office to LED and continues to operate movement sensor lighting in its office to further reduce its energy consumption. In 2024, UKAS purchased C4S carbon cancellation credits linked to emissions allowances, regulated by the UK Environment Agency. C4S reduces carbon emissions by permanently cancelling emissions allowances, preventing big polluters from using them to emit carbon dioxide. This reduces the cap on regulated permitted emissions and incentivises big polluters to adopt cleaner technologies. UKAS aims to reduce its carbon footprint and use carbon cancellation credits to achieve carbon neutrality by 2030.	Further information in the Chair and the Chief Executive reports.

Greenhouse gas emissions, energy consumption and energy efficiency action

The Group continues to adopt a blended approach to assessing, allowing some remote assessing where this is deemed optimal and does not compromise the technical rigour of assessments. Going forward UKAS expects to see a reduction in site-based activities relative to the total number of assessment days.

From 2022, UKAS introduced a hybrid working pattern that allowed employees who are contracted to work from the office the option of working from home for up to two days per week.

29.21

2025 UK energy use - Scope 2 indirect emissions Tonnes CO_2 (2024: 25.74)

1,430.71

2025 Greenhouse gas emissions relating to business travel - Scope 3 other indirect emissions Tonnes CO_2 (2024: 1,171.57)

36,787

2025 assessment days delivered (2024: 36,436)

0.040

2025 Intensity ratio - Emissions per assessment days delivered (2024: 0.033)

UK energy use relates to the Staines office only.

Greenhouse gas emissions include overseas activities and have been calculated using The International Panel on Climate Change Guidelines 2016 (Tier 3 methodology).

Fuel in fleet cars

Included

Fuel reimbursed to employees for own cars

Included

Fuel in hire cars and in taxis

Not Included

Fuel in planes and in trains

Included

Fuel in vehicles operated by contractors

Not Included

Hotels

Included

DIRECTORS' REPORT

Disclosure of information to auditors

Each of the persons who were Directors at the time when this Directors' report was approved confirmed that:

- So far as the Directors are aware, there is no relevant audit information of which the Company and the Group's auditors are unaware, and
- The Directors have taken all the steps that ought to have been taken as a Director in order to be aware of any relevant audit information and to establish that the Company and the Group's auditors are aware of that information.

Post balance sheet events

There have been no significant events affecting the Group since the year end.

Auditors

The auditors, Feltons, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

This report was approved by the Board and signed on its behalf.

Matthew Gantley

Matthew Gantley

Director

Date: 15 July 2025

INDEPENDENT AUDITORS' REPORT

Opinion

We have audited the financial statements of United Kingdom Accreditation Service (the 'parent Company') and its subsidiaries (the 'Group') for the year ended 31 March 2025, which comprise the Consolidated statement of comprehensive income, the Consolidated Balance Sheet, the Company Balance Sheet, the Consolidated Statement of Cash Flows, the Consolidated Statement of Changes in Equity, the Company Statement of Changes in Equity and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- Give a true and fair view of the state of the Group's and of the parent Company's affairs as at 31 March 2025 and of the Group's profit for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' 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 United Kingdom, including the Financial Reporting Council'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 Directors' 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 Group's or the parent Company'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 Directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' report thereon. The Directors 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.

Opinion 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 Group strategic report and the Directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The Group strategic report and the Directors' report have 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 Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Group strategic report or the Directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

INDEPENDENT AUDITORS' REPORT

Responsibilities of Directors

As explained more fully in the Directors' responsibilities statement set out on page 47, the Directors 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 Directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

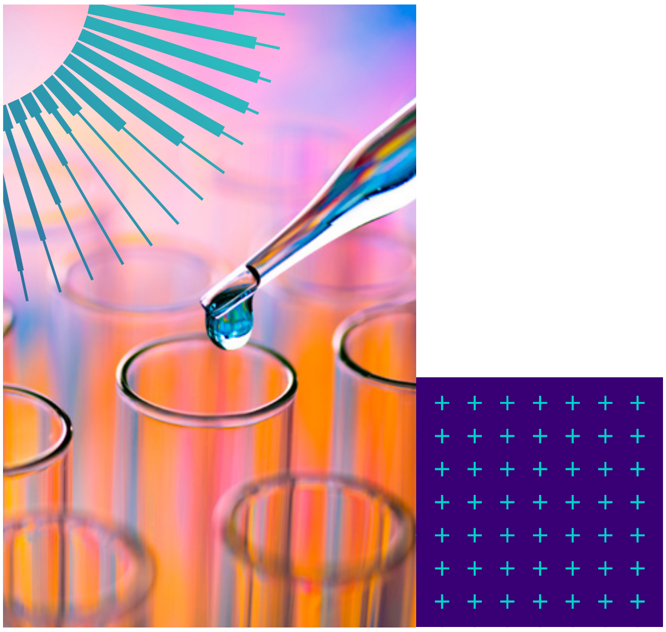
In preparing the financial statements, the Directors are responsible for assessing the Group's and the parent Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend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

Auditors' responsibilities for the audit of the financial statements

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 Auditors' 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 Group 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 is detailed below:

- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We obtained an understanding of laws and regulations that could reasonably be expected to have a material effect on the financial statements through discussion with management and those charged with governance, including financial reporting and taxation legislation. We considered that extent of compliance with those laws and regulations as part of our procedures on the related financial statement items.



- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations. We remained alert to any indications of non-compliance throughout the audit.
- We addressed the risk of fraud through management override by reviewing the appropriateness of a sample of journal entries and other adjustments; assessing whether the judgements made in making key accounting 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 that we come across throughout the audit.

INDEPENDENT AUDITORS' REPORT

However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the company. Our examination should not be relied upon to disclose all such material misstatements or frauds, errors or instances of non-compliance as may exist.

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 for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' report.

Use of our report

This report is made solely to the Company's Members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's Members those matters we are required to state to them in an Auditors' 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 Company and the Company's Members as a body, for our audit work, for this report, or for the opinions we have formed.

Robert Carter

Robert Carter

Senior statutory auditor

for and on behalf of **Feltons**

1 The Green Richmond Surrey TW9 1PL

Date: 14 August 2025

CHIEF FINANCE AND DIGITAL INNOVATION OFFICER'S REPORT

By Georgia Alsop,
Chief Finance and Digital Innovation Officer

2025 was another year of robust financial performance, allowing further investment in digitalising and improving our services.

Group operating profit dropped 25.4% to £2.4m in 2025, down from £3.2m last year, due to lower investment gains from our marketable assets and the absence of £0.5m government funding received in the previous year for digitalisation projects.

Group turnover for 2025 rose to £48.1m from £45.4m, mainly due to price increases. UKAS delivered 36,787 assessment days, up slightly from 36,436, with growth limited by resourcing challenges in Engineering and Construction.

UKAS continued to invest in its people and key infrastructure projects, launched a digital application process in its customer portal and is working on digitalising customer accreditation schedules by January 2026.

Group administrative expenses of £17.2m were 10% up compared to the previous year reflecting higher employee, system and insurance costs partly reflecting an increase in digital platforms in delivering services.

Net assets of £54.2m included a £36.9m long-term pension asset, relating to the company's defined benefit pension scheme. At the last actuarial valuation as of 31 March 2024, the UKAS Defined Benefit Pension Scheme was fully funded, even on a prudential basis and the Scheme's funding levels remain in surplus, allowing the Pension Trustees the ability to fund discretionary increases to protect accrued benefits against inflation for the second year running. The Group aims to hold three months turnover as reserves and as of 31 March 2025 exceeded its target, even after excluding the long-term pension asset net of deferred tax.

The Group's liquidity position as of 31 March 2025 remained strong with a current asset ratio of 2.7 times to short-term creditors.

Going forward UKAS will continue to invest in the digitalisation of its services, creating new ways for collaborating with its customers to enhance services and drive efficiency.

£2.4m

Group operating profit for 2025

£48.1m

Group turnover for 2025

UKAS

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