



Annual Report 2026

Company Information



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- Professor Michael Mainelli
- Lord Jamie Lindsay
- Matthew Gantley
- Sarah Veale
- Georgia Alsop
- Lynsey Poyner
- Richard Collin
- Philip Rycroft
- Emma Clancy
(Appointed 14 October 2025)
- Michael Belton
(Appointed 14 October 2025, resigned 7 July 2026)
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By Richard Collin
UKAS Executive Director – External Affairs

Introduction

Welcome to UKAS’s Annual Report 2026, in which we address the theme “accreditation enabling economic security and business resilience”. This feels particularly apt given the geopolitical, climatic, technological and domestic challenges we face; alongside the important role of standards and accredited conformity assessment in national and global market frameworks.

The report is in three parts. Alongside this introduction, the opening section includes the UKAS Chair’s statement, the report of the CEO and the report of the Policy Advisory Forum and Council Chair.

The second part of the report sees a series of articles that delve deeper into the theme. We learn how the quality infrastructure – of standards, accredited conformity assessment and measurement – is a vital tool for the economy, business and society.

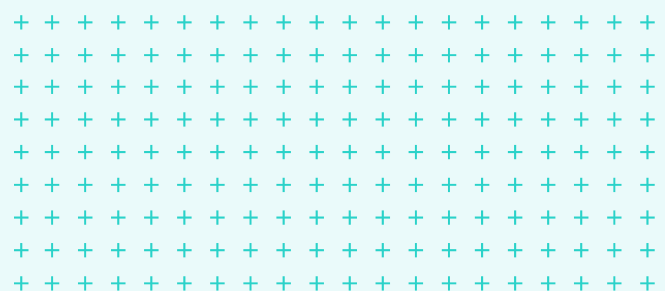
Our Chair explains how the quality infrastructure can support the “rickety geopolitical bridges” of global rules-based trade and the Chair of Global Accreditation Cooperation Incorporated outlines the crucial role of global recognition in accreditation. One of UKAS’s customers, Bureau Veritas, outlines their view of the challenges before us. UKAS’s UK government sponsor explains how accreditation supports policy delivery in key areas; and the Aldersgate Group Executive Director explains the need for trust in the green transition.

Underpinning the importance of the application of quality principles within businesses, Professor Li from Aston University highlights significant new research that demonstrates how accredited management system certification supports business resilience.

Turning to developments within UKAS, my Executive colleagues look at how UKAS is evolving such that we are best placed to support stakeholders as they navigate uncertain times. In particular, we set out updates to UKAS’s strategic approach and our purpose, vision and mission statements, focusing clearly on our people and on technical excellence, and ensuring accreditation is more than a tick box exercise. We also see how the UKAS Academy will support the understanding of quality both in the UK and globally; and we learn about UKAS’s digitalisation programme that will keep our accreditation services at the leading edge of technology. In my article, I write about how our stakeholder engagement and communications enable us to respond to market needs.

The report concludes with its third section, which comprises the annual statutory reporting: the Group strategic report, Directors’, Auditors’ and Chief Finance & Digitalisation Officer and Deputy CEO’s report and the 2025-26 Financial statements.

I am deeply appreciative of the authors who have contributed to this report and also those within the UKAS team who have ensured its delivery. The purpose of the UKAS Annual Report is to accompany our statutory reporting with commentary and insight that adds context to UKAS’s strategic approach. I believe that this year’s report shows clearly how UKAS accreditation enables the UK economy and society to address the issues we all see before us, and hence support economic security and business resilience.





I write this piece as the new Chair of UKAS, having taken over from Lord Jamie Lindsay in August 2026. As Chair for over twenty years, Jamie's achievement has been remarkable, his dedication unwavering and his influence deep. I extend my sincere thanks to Jamie for his many services to UKAS and offer him my very best wishes for the future.

This report documents a year when UKAS has grown, delivered and extended its reach. Pleasing, but we must be careful to note that operational and financial performance are not the entire picture.

We operate in unsettled and unsettling times. Patterns of trade are shifting. Relationships that once underpinned mutual recognition are under strain. Technology is advancing faster than the institutions that assure it. The result is not simply uncertainty, but fragmentation leading to different rules, tests and interpretations of what is "good enough". In such a world, confidence becomes harder to earn and easier to lose.

Artificial intelligence, digital assets and increasingly complex international supply chains are evolving faster than the standards, accreditation frameworks and regulatory alignment built to govern them, opening gaps in consistency and mutual recognition across borders. Meanwhile, the market asks for assurance that is faster, cheaper and closer to real time. Accreditation is under pressure to modernise digitally, internationally and credibly, without diluting the confidence it exists to provide.

Accreditation sits quietly, perhaps too quietly, in the middle of the technical infrastructure of markets: rarely noticed when it works, quickly missed when it does not. At the centre of everything UKAS does sits a single, unglamorous idea: appropriate reliance. Consumers, buyers, regulators and governments need to be able to rely on certificates, test results and inspection reports without re-verifying the data themselves, market by market, border by border. Without assurance, markets slow, costs rise and innovation hesitates.

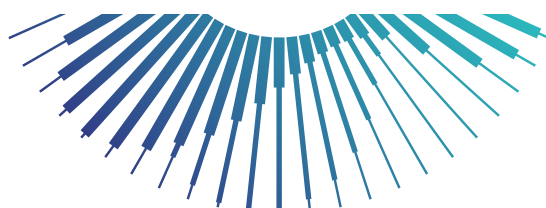
For UKAS, this has practical implications. We must continue to support government as a trusted partner in delivering policy objectives, from safety to sustainability to innovation. We must help shape, not merely follow, the evolution of assurance in emerging fields. And we must do so while maintaining the rigour and independence on which our reputation rests.

While UKAS is proud to be appointed by government as the UK's National Accreditation Body, its value to the UK is increasingly strengthened by the reputation it has built internationally. Through our memberships of Global Accreditation Cooperation Incorporated, the European co-operation for Accreditation and the Asia Pacific Accreditation Cooperation, and active engagement in international initiatives such as the AIQI Consortium, UKAS accreditation is globally recognised and trusted, opening doors for exporters around the world.

These international relationships give UKAS leverage that extends far beyond its size, helping UK-based and international businesses trade with confidence and ensuring that international standards continue to command trust.



“Accreditation sits quietly, perhaps too quietly, in the middle of the technical infrastructure of markets: rarely noticed when it works, quickly missed when it does not.”



As UKAS Chair, I am grateful for the strong results presented in this report. They reflect the effectiveness and commitment of our work, but we do not regard them as the summit of our ambition.

We are at the heart of a community of assessors, certification bodies, laboratories and inspection bodies that consistently subject their work to a level of scrutiny few organisations experience. In an uncertain world, that commitment is itself a form of leadership.

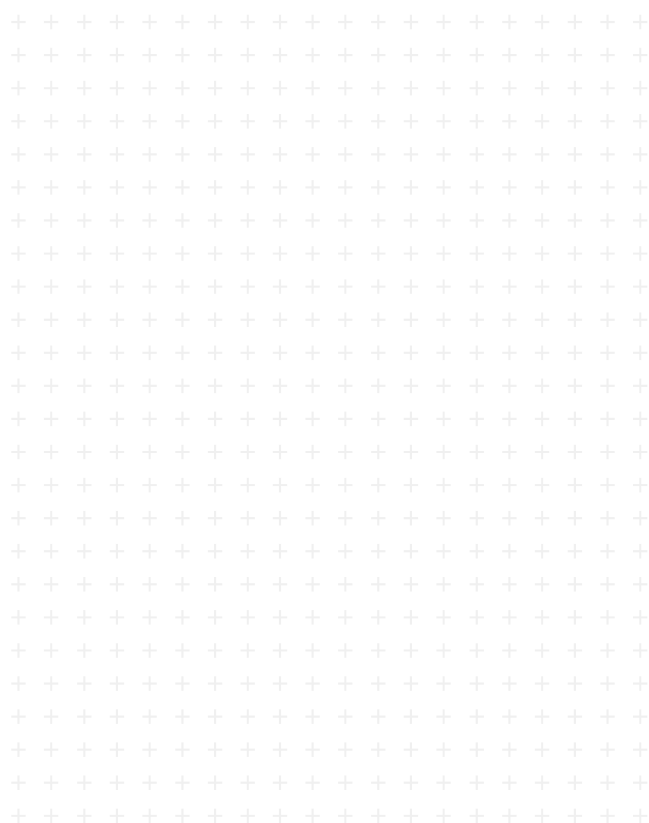
The central challenge for our industry is therefore clear: to modernise assurance without weakening it. That requires investment in digital capability, certainly, but also in judgement, governance and international cooperation. It requires us to be open to new methods while remaining firm on outcomes. Speed is valuable; confidence is indispensable.

Accreditation can be viewed as part of “open regulation”, achieving public policy goals through standards and market mechanisms, rather than prescription alone. This approach is not deregulation; it is differently structured regulation. Standards markets are commercially oriented, adaptive, international and often more effective. They depend on community participation by industry, consumer bodies, governments and accreditation bodies alike. Standards are written by those who turn up.

None of this is dramatic work; more akin to maintaining bridges than building monuments. But in a world of “rickety geopolitical bridges”, maintenance matters. The choice is not between engagement and withdrawal, but between building connections that enable trade and understanding, or allowing barriers to accumulate.

I would like to thank the Board, the Executive team and all our colleagues and partners for their professionalism and commitment during the year. Our performance reflects their efforts.

If we succeed, others will take confidence for granted. In our line of work, that is success enough.



Chief Executive's report

By Matthew Gantley
UKAS Chief Executive



As we reflect on the environment in which UKAS has operated over the past year, it is clear that economic security and business performance have become defining priorities for governments, regulators and industry alike.

In previous UKAS annual reports, I have acknowledged the complex and often uncertain landscape businesses are navigating, and that is even more pronounced this year. Artificial intelligence has been adopted at a pace and scale unlike anything we have seen before, moving rapidly from experimentation to everyday use across our personal and professional lives. Shifting patterns of global trade and continued geopolitical instability have compounded this uncertainty. In this context, the ability to demonstrate competence and integrity, and in doing so build trust, has never been more important.

Economic security is increasingly linked to the performance of individual businesses, the confidence of consumers and the reliability of global supply chains. Businesses are being asked to demonstrate performance in an increasing number of areas: be that for the purposes of sustainability initiatives, maintaining cybersecurity or the responsible adoption of new and emerging technologies. Accredited conformity assessment has a vital role to play in meeting these expectations; providing independent confidence that claims are credible, systems are effective and risks are being managed appropriately. In doing so, it provides a foundation for trust in the services that businesses rely upon, allowing them to compete and grow with confidence.

The development and deployment of artificial intelligence and data-driven services is reshaping how organisations make decisions. These advances present significant opportunities to improve productivity and unlock growth, but they also bring questions about trust, transparency and accountability. For UKAS, the challenge is twofold: to ensure our own services remain agile, digitally enabled and responsive to the market; and to support the development of trusted assurance solutions for the technologies that will almost certainly come to define future economic performance.

Sustainability also remains integral to economic security. Organisations that can evidence credible sustainability practices, verify emissions data and demonstrate progress against climate commitments will be better positioned to access finance, meet regulatory requirements and maintain the confidence of their customers. Standards, underpinned by accredited conformity assessment, have a role to play here too, helping ensure that claims are robust and that sustainable growth is built on sound evidence.

"The development and deployment of artificial intelligence and data-driven services is reshaping how organisations make decisions."

The pressures on the global trading system remain significant, underscoring the importance of a quality infrastructure that operates across borders. The principle of "accredited once, accepted everywhere" remains central to reducing duplication, lowering costs and supporting market access. For UK businesses, particularly those operating in highly regulated or technically complex sectors, accreditation is not simply a mark of compliance; it is a practical enabler of competitiveness, productivity and export-led growth.



Chief Executive's report

All of these challenges, artificial intelligence adoption, the green transition and market access, speak directly to the role accreditation can play in strengthening business performance. I am therefore delighted that UKAS-commissioned research published this year has provided evidence on how accredited management system certification supports long-term business competitiveness and risk management. This timely research is discussed in Professor Cher Li's article in this report.

UKAS has enjoyed another productive year. Through ongoing investment in our people, systems and technical capabilities, we have strengthened our ability to serve existing customers, while expanding into areas of growing strategic importance. This progress reflects the dedication, professionalism and expertise of colleagues across UKAS, and I extend my sincere thanks to them for their continued commitment.

At this point I also offer thanks to outgoing UKAS Chair, Lord Jamie Lindsay, and welcome Professor Michael Mainelli as our new Chair. Lord Lindsay has been UKAS Chair since 2002 and has had a great influence on UKAS, particularly its parliamentary, government and business engagement, but also, at a deeper level, its ethos and culture. With a unique blend of business and political acumen, Jamie has been instrumental in promoting the valuable contribution that accreditation makes in underpinning confidence in the products and services we all use every day. Starting from a commitment to agriculture and environmental issues, Jamie's wealth of experience across a broad range of industries has been vital in enabling UKAS to expand from its traditional industries into new sectors, such as health and social care, sustainability and forensic science. The whole UKAS community owes Jamie a debt of gratitude and we wish him all the very best for his next endeavours.

In doing so, we also welcome Professor Mainelli as UKAS Chair. Michael is no stranger to UKAS, having been a non-executive director for several years. We are confident his drive, commitment and wealth of connections in the City of London, government and industry will serve UKAS well as we enter a new chapter.

Looking ahead, our task is clear. UKAS must continue to enable economic security and business performance by delivering an accreditation service that is trusted, responsive and firmly in the public interest. By working with government, regulators, industry and our international partners, we will continue to demonstrate the value of accreditation as a foundation for confidence, resilience and growth.

Financial performance

UKAS delivered a strong financial performance in 2026, with turnover reaching £49,757,787, an increase of 3.5% on 2025. The net profit margin of 8.9% 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 that will enhance the customer interface.

Administrative expenses increased to £17,379,203, a 0.9% increase on the previous year, reflecting ongoing investment in services that will improve the customer interface, strengthen our talent pipelines and enhance operational performance.

People

Our people remain at the heart of UKAS's success. Delivering our purpose, vision, mission and strategic ambitions depends on the expertise, commitment and leadership of our employees and contracted assessors. We continue to invest in building a high-performing and inclusive organisation that is equipped to meet both current and emerging challenges.

Attracting and retaining talent remains critical. We have focused our recruitment efforts on specialist and hard-to-source skills, and we have strengthened workforce planning, onboarding and talent pipeline initiatives. Together these will ensure UKAS is well positioned to meet future demand and maintain the technical depth and expertise for which we are recognised.

We have also continued to invest in our employees' professional development, with an emphasis on supporting managers and leaders to create strong, engaged and accountable teams while developing the next generation of talent through succession planning and career development pathways.

We have continued to strengthen our culture through increased focus on colleague belonging, wellbeing and psychological safety. We believe that when people feel valued, respected and able to contribute fully, both individuals and the organisation thrive. Our BRIDGE employee resource group, together with our wellbeing, engagement and internal communications initiatives, continues to play an important role in ensuring employee voices help shape our culture and inform our priorities.

Chief Executive's report

Employee engagement remains a key measure of organisational health and effectiveness. Feedback from our employee surveys help us understand colleague experiences and identify opportunities for improvement. This insight informs both organisation-wide initiatives and targeted action plans, ensuring that engagement remains a shared leadership responsibility across the organisation.

Looking ahead, we remain committed to creating an environment where people can grow, perform and succeed. By continuing to invest in our culture, leadership capability and talent pipelines, we are building a resilient organisation that is well placed to deliver confidence, trust and impact for our customers, stakeholders and wider society.

Technical excellence

Technical excellence is at the core of everything we do. We have delivered several initiatives that improve communication and collaboration with colleagues across the business on quality and technical issues and risk management. By creating more regular opportunities for open dialogue, shared learning and constructive challenge, we are helping colleagues to connect quality, technical and service considerations more effectively in their day-to-day work. This collaborative approach is also being embraced in our ambitious digitalisation programme to support better use of insight, data and digital tools, enabling teams to identify common themes, focus improvement activity and make more informed decisions across UKAS.

The Quality and Technical team continues to ensure that we deliver a national accreditation service underpinned by rigour and consistency; bringing together internal and external technical expertise, stakeholder insight and collaborative working to support the delivery of our technical strategy framework. This focus on technical excellence is felt across the market, a theme which Juliette Love, Executive Director – Technical, explores in her article. By enabling knowledge sharing, providing assurance and fostering a culture of continuous improvement, we ensure that UKAS remains agile, resilient and well positioned to respond to the accreditation needs of both established and emerging sectors.

Customers and operational performance

UKAS's operational performance continued to grow throughout 2025-26, with 37,181 assessment days delivered, including 92 new grants of accreditation and 1,168 extensions to accredited scope. We continue to invest in resources throughout the organisation: in our customer service teams who support the scheduling and delivery of our assessments,

through to our assessment managers and technical assessors, which has seen 33 trainee assessment managers developed during the past year.

We have seen growth across many sectors, resulting in new areas of accreditation, most notably in healthcare, such as paediatric audiology, where our assessments continue to be the preferred route to deliver desired quality outcomes. In the construction and built environment sector, a restructure has allowed us to focus our resources. This has allowed us to redouble our commitment to learn from challenges in supply chains and ensure that accredited conformity assessment supports better outcomes for homeowners as they navigate the transition to a more sustainable future.

We continue to prioritise engagement with customers. Here, building positive relationships whilst maintaining the necessary integrity and technical robustness is our delivery mantra. In her article, Lynsey Poyner, Chief Operations Officer, explores how a culture that views accreditation and conformity assessment as being of genuine benefit improves holistic organisational performance and resilience.

New service development

UKAS is constantly developing new areas of accreditation, and the past year has been no exception. During this time, the Development team received 143 enquiries of which over 23 are currently in development. This is alongside a further 54 active projects.

This new service development continues across a wide range of sectors, which unsurprisingly includes a focus on new and emerging technologies, with digital assurance and cybersecurity core priorities.

I am delighted to report on some major firsts over the past year. UKAS has granted its first accreditations for artificial intelligence management systems (AIMS), a major milestone in providing credibility in the use and rollout of artificial intelligence. And elsewhere, the first accreditations have been granted for sexual assault referral centres (SARCs), supporting the work of the Forensic Science Regulator and enabling vital confidence in the quality and competence of services that are essential for patient care.

It is deeply pleasing to see UKAS remain at the forefront of tackling varied societal challenges, where the development of new areas of accreditation will provide much needed assurance across society and the economy.

More information on the development of UKAS's services is available later in this report.

Chief Executive's report

External Affairs

Our external outreach remains ambitious and central to UKAS's public interest mission, strengthening our role as a strategic partner to government, regulators and industry. External Affairs has continued to position accreditation as a practical tool for economic resilience, effective regulation and sustainable growth; ensuring that it is recognised as a solution to emerging policy and market challenges, including trade and market access, artificial intelligence, sustainability and the built environment.

UKAS has worked closely with government to support its policy development, particularly in the construction and built environment sector, to ensure that accreditation can play its part in strengthened regulatory frameworks. Elsewhere, we have continued to support government efforts to reduce barriers to trade wherever appropriate, engaging businesses and international stakeholders on UK-EU trading. We have also continued to position accreditation as enabler of trust for the use of artificial intelligence through initiatives such as the AI Assurance Stakeholder Consortium and AI Standards Hub.

Broadening our impact remains a central priority, enabling accreditation to be utilised wherever appropriate and in the public interest. Richard Collin, Executive Director – External Affairs, expands this point in his article.

Risk management and business resilience

Cybersecurity and digitalisation remain central to developing UKAS's organisational resilience. As digital transformations accelerate, UKAS must continue to protect its systems, data and services from increasingly sophisticated cyber threats, including those enabled by artificial intelligence, while ensuring that new digital platforms and processes strengthen, rather than compromise, operational effectiveness and confidence in the delivery of our services. In this vein, we continue to implement a robust cybersecurity strategy and raise appropriate awareness of the risks across the organisation.

We also remain alert to the changing legislative and regulatory environment. Domestically, we continue to monitor UK legislative developments, including reforms to product regulation, to understand any impacts on the delivery of the national accreditation service and the markets we serve. We also follow developments in EU legislation, as it pertains to accreditation and conformity assessment provisions, which continues to have practical implications for supply chains and UK businesses.

High-profile societal and economic risks continue to shape the environment in which UKAS operates. Geopolitical instability, pressure on public services, cost pressures for businesses, climate-related disruption and heightened public scrutiny of safety-critical services all have the potential to affect confidence in accredited conformity assessment. UKAS will therefore continue to manage these risks through strong governance, proactive horizon scanning and close engagement with government, regulators, customers and counterparts around the world.

Strategic investment

During 2026, UKAS reached a significant milestone in the digitalisation of the UKAS accreditation schedules, progressing from development and testing into a phased organisational rollout. Digital schedules are now being embedded into day-to-day operations, with implementation continuing across accreditation standards while the final stages of data review and validation are completed. The focus has been on migrating schedule content, embedding new processes and supporting colleagues as they transition to digital schedule management. As adoption continues, the programme is establishing a modern platform for the creation, maintenance and publication of accreditation information that will support UKAS's future operational and digital ambitions.

Outlook

The 2025-26 financial year has demonstrated both the continued relevance of accreditation and the importance of UKAS's role in a changing economic landscape. As businesses increasingly seek ways to demonstrate their own performance, responding to consumer demand and/or government interventions, our work will provide them with solutions that enable trust, resilience and growth.

This work cannot stand still. UKAS must continue to invest strategically in its talent and services, and work closely with government, industry and fellow accreditation bodies around the world, to respond to complex market needs and serve the public interest.

I am proud of the progress we have made over the past year. It has provided the foundations for the delivery of a national accreditation service that will evolve in a way that further supports economic security, strengthens business performance and contributes to a safe, secure and sustainable society.

Performance at a glance

Financial summary

	2026 €m	2025 €m
Turnover	49.8	48.1
Cost of sales	(30.1)	(28.7)
Gross profit	19.7	19.4
Operating profit	2.8	2.4
Profit after taxation	4.4	3.4

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Year highlights

37,181	2,892	2,517	1,168
Assessment days delivered	Accreditations held	Accredited customers	Extensions to scope grants
152	1,283	74	
Applications for accreditation	Delegates trained	Development projects and pipeline	

Policy Advisory Forum and Council Chair's statement

By Caroline Hamilton
Chair of UKAS Policy Advisory
Forum and Council



It has been a privilege to continue serving as Chair of the UKAS Policy Advisory Forum and Policy Advisory Council over the past year. Through its delivery of the national accreditation service, UKAS supports confidence in markets, builds consumer protection and enables strong business performance. Central to fulfilling this role is the strength of its governance and impartiality functions.

Together, the Policy Advisory Forum and Council provide a structured and trusted mechanism through which a wide range of stakeholders can inform UKAS's strategic direction and policy approach. The Forum convenes representatives from across government, industry, consumers, professional bodies and the wider conformity assessment community. This creates a valuable space for discussion on the opportunities and challenges arising from the use of accreditation across the market. Complementing this, the smaller Council works throughout the year to provide focused and considered advice, alongside its core responsibility of safeguarding UKAS's impartiality.

Over the past year, both groups have contributed to a busy and forward looking agenda. The 2025 Forum centred on how UKAS can best support the government's policy priorities, particularly in relation to industrial strategy and the delivery of economic growth. Discussions focused on three key themes: enabling regulation that supports growth and reduces unnecessary burden on businesses; strengthening international partnerships and trade; and encouraging innovation by helping businesses harness emerging

technologies safely and effectively. It was encouraging to see such proactive engagement from Forum members, whose contributions continue to inform and strengthen UKAS's work.

The Council has continued to provide strategic support across a range of issues, including advising on UKAS's engagement in support of the government's international trade policy and on the results and dissemination of the largest study to date on the economic benefits of accredited management system certification. Additionally, the council has a core role advising on matters of impartiality and conflicts of interest, ensuring that UKAS remains robust in its processes and proactive in its identification of risk.

Over the past twelve months, in response to an ever-increasing external engagement programme, UKAS has carried out reviews of its stakeholder governance structures to ensure they remain effective, proportionate and bring maximum benefit to the organisation. As this work progresses, these structures will evolve in step with UKAS's needs, providing the insight and expertise on impartiality, strategy and policy that supports effective decision-making and organisational resilience.



Setting out our purpose, vision, mission and strategic pillars

Each year, UKAS conducts a strategic review: a collaborative endeavour integrating the views of colleagues across UKAS with those of the Board, Executive and external stakeholders. This year, we took this opportunity to revise our purpose, vision, mission and strategic pillars; the core tenets which define UKAS's role and shape our strategic direction.

This process enabled us to align our goals for the next three years with the evolving needs of our customers and the markets we serve; as well as taking macro environmental factors such as digitalisation, sustainability and artificial intelligence into account. I am pleased to outline this refined purpose, vision, mission and the supporting strategic pillars.

Purpose

To safeguard public trust in conformity assessment.

Refining our purpose was about precision and accountability, building on the broader value of trust while defining our unique role as the UK's National Accreditation Body. This purpose leaves no ambiguity as to our mandate. It reinforces the importance of delivering a national accreditation service in the public interest as rapid technological advancements, green economy transitions and complex supply chains reshape markets.

Vision

To be the world's most trusted and respected accreditation body.

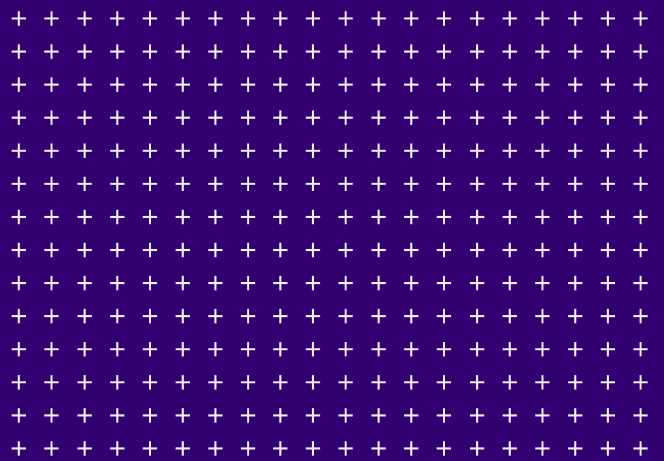
UKAS is one of the most recognised accreditation bodies globally. UKAS continues to develop as a modern, transparent and outward-looking organisation. At the heart of this growth has been our commitment to providing rigorous, impartial and authoritative assurance.

This updated vision builds on this growth; committing to ensure that UKAS accreditation represents the highest level of confidence, such that it can be effectively used in support of regulation, market access and business performance.

Mission

UKAS, as the UK's National Accreditation Body, delivers world-class accreditation and services, thereby enabling conformity assessment bodies and associated professionals to achieve the highest standards of quality, integrity, and technical competence. Through the development of strong partnerships with stakeholders and international counterparts, UKAS will strengthen both the domestic and global quality infrastructure for the benefit of society and the environment.

Our mission recognises that the delivery of the national accreditation service requires world-class operational delivery and ever-stronger partnerships with government, regulators, industry and international counterparts. These partnerships are essential to improving service delivery across the organisation by fostering the exchange of best practice and engaging stakeholders to maximise the value, impact and reach of UKAS accreditation.



Turning these ambitions into action requires focus, and that is where our six strategic pillars come in:



People and Planet

Recognising that our workforce and environmental responsibilities are integral to long-term success.



Purpose-Driven Growth

Ensuring UKAS expands its service offering in the public interest.



Agility and Innovation

Ensuring we remain responsive and future-ready, particularly through digital transformation.



Technical Excellence and Business Resilience

Ensuring our services are underpinned by the highest levels of rigour, impartiality and consistency.



Operational Excellence and Customer Service

Ensuring we deliver consistently reliable, responsive and professional services.



Recognition and Engagement

Building partnerships that drive stakeholder confidence in UKAS accreditation, support regulation and enable international trade.

Together, these pillars provide a framework for the delivery of our new strategy; one that is defined by our principles, values and commitment to the public good.

I would like to thank everyone who contributed to developing this strategy. Its success will not be measured by words on a page, but by how we bring it to life. Every colleague has a role to play in its delivery and ensuring UKAS continues to be recognised as a trusted, respected and innovative accreditation body.

Accreditation and government policy

Q&A with Emma Waite
Deputy Director, Policy and
Regulatory Partnerships,
Department for Business,
Innovation, Science and Trade



Q

The theme of this year's report is accreditation as a tool for economic security and business performance. How do you see the role of UKAS in this regard?

A

Trust and confidence are essential to ensure economic security and growth across the country. Businesses need to know that products, services and supply chains can be relied upon, consumers need confidence in what they buy and regulators need assurance that standards are being met. Accreditation is a key part of that system. It provides confidence that organisations carrying out testing, inspection, certification and other conformity assessment activities are impartial and operating to internationally recognised standards. For businesses, this can support improved performance, resilience and market access.

UKAS also plays a pivotal role internationally. Through participation in global accreditation forums, it helps reduce technical barriers to trade and supports UK businesses in accessing overseas markets. Taken together, these benefits enable both growth and economic security.

As the economy becomes increasingly digital, the UK's quality infrastructure must evolve alongside it. UKAS is modernising accreditation services, enabling the adoption of digital technologies across the wider conformity assessment ecosystem. UKAS is also shaping trusted approaches to emerging technologies such as AI. This gives businesses the confidence to innovate, invest and grow, while maintaining the trust that underpins effective markets, regulation and economic security.

The wider benefits of accreditation are also reflected in recent research commissioned by UKAS, which suggests that management systems certification can strengthen organisational resilience, highlighting the wider contribution of standards and accredited certification to business performance and economic security.

Q

Where there are new areas of policy focus, such as reducing the burden of regulation on business, how do you work with UKAS to identify where accreditation can provide support?

A

Our role is to ensure accreditation is understood and considered where it can add value – particularly where government is looking for proportionate ways to deliver assurance without adding unnecessary burdens to business. We work closely with UKAS and policy teams across government to aid policymakers to make informed decisions about the tools available to deliver their objectives.

This often involves bringing together policymakers, regulators and UKAS at an early stage to explore whether accreditation could provide an effective and proportionate solution. We facilitate these discussions, share examples from other sectors and provide access to expertise.

Q

The Department for Business, Innovation, Science and Trade (BIST) is UKAS's "sponsor" within government. What does that mean in practice?

A

BIST is a newly established department, building on the work of the Department for Business and Trade and functions previously held by the Department for Science, Innovation and Technology.

As UKAS's sponsor department, BIST acts as the primary link between UKAS and government. In practice, this means maintaining the formal relationship with UKAS as the National Accreditation Body (NAB), providing proportionate oversight and ensuring Ministers have confidence that the accreditation system is operating effectively. UKAS remains operationally independent and the Department's role is to support good governance, clear accountability and effective engagement across government.

The relationship is underpinned by a Memorandum of Understanding, which sets out the expectations and responsibilities of both organisations. Through regular engagement, we work with UKAS to identify government priorities, facilitate collaboration across departments and ensure accreditation continues to support a wide range of policy objectives.

Sponsorship also means providing constructive challenge where needed. That includes helping to ensure the views of departments, regulators and sectors are understood and considered through the right governance routes, while respecting UKAS's independent role in accreditation decisions.

Q

As part of its oversight role, the Department has carried out a review of UKAS as the NAB. What was the outcome and what happens next?

A

An internal review of UKAS as the NAB was carried out in autumn 2025. We are grateful for UKAS's support and cooperation throughout the review process.

The review concluded that UKAS has the frameworks and processes in place to fulfil its functions as the UK's NAB. The review also identified areas where UKAS can continue to strengthen the system by improving stakeholder engagement and ensuring accreditation remains responsive to sector needs. We welcome these findings and see them as an opportunity for continuous improvement.

We look forward to working closely with UKAS to implement the recommendations and further strengthen confidence in the accreditation system.

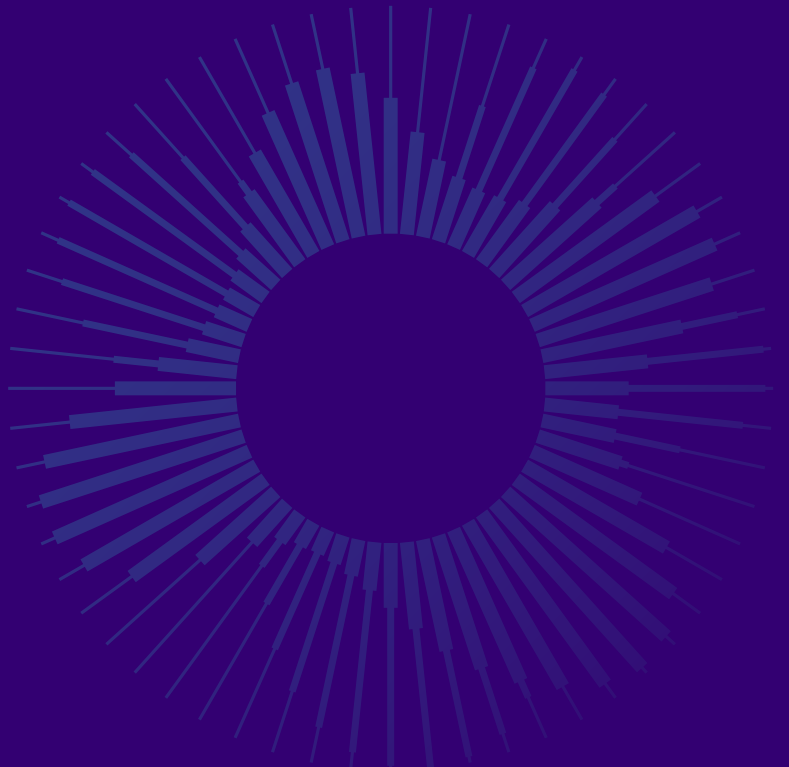
Q

How does BIST champion the role of accreditation and UKAS as the NAB across government?

A

A significant part of our role is aiding understanding of how accreditation can support government objectives. Accreditation often operates behind the scenes, but it plays an important role in assuring confidence in products, services and regulatory systems across the economy. We therefore work to ensure accreditation is considered strategically across government, particularly in areas linked to growth, innovation, trade, regulatory reform and economic security.

We work across departments to share knowledge, facilitate conversations with UKAS and identify opportunities where accreditation could support policy delivery. We also help policymakers via our cross-government forum to understand the benefits accreditation can bring in areas such as regulation, consumer confidence, innovation and trade.





How accredited management system certifications underpin economic security and business performance.

The past decade has been an unforgiving test of business resilience. Since 2016, UK firms have faced Brexit-related uncertainty, the unprecedented contraction of the COVID-19 pandemic, inflation, energy and supply chain pressures that followed Russia's invasion of Ukraine and further economic disruption from war in the Middle East. In this environment, economic security is not an abstract policy concept. It is the practical capacity of firms, supply chains and markets to absorb shocks, maintain performance and keep confidence flowing. A pressing question follows: what structural assets help businesses withstand turbulence rather than merely survive it?

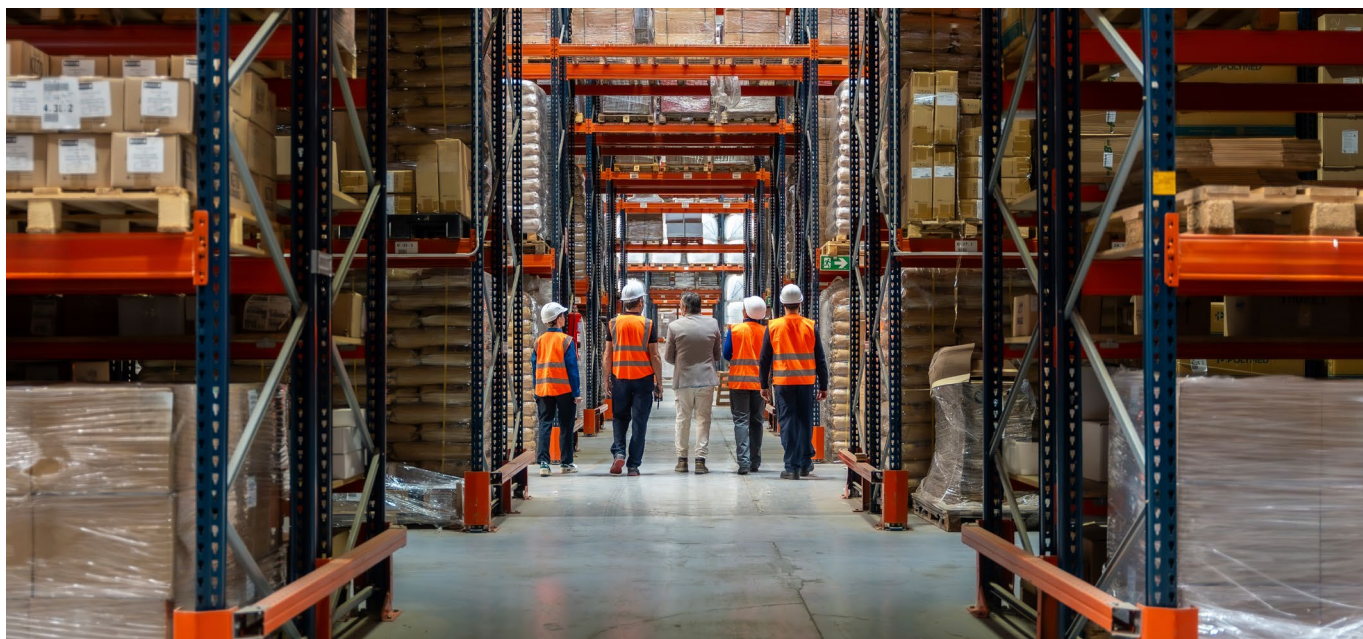
New empirical evidence suggests that accredited management system certifications are a critical part of the answer. In a recent study commissioned by UKAS (Li, Kneller and Moffat, 2026), co-authored with economists from the University of Nottingham and Durham University, my team built the largest longitudinal evidence base of its kind. Linking UKAS's CertCheck database with the financial records from 2005-2024 of over 34,000 ISO 9001 (quality) and 14,000 ISO 14001 (environmental) certified firms, all covered by UKAS accreditation, allowed us to answer a precise question: did firms entering recent crises with established management systems prove more resilient than otherwise similar firms without them?



The findings provide a striking endorsement of system maturity. We tracked a cohort of firms certified in advance of 2013, long before the shocks arrived, ensuring we captured embedded organisational routines rather than reactive crisis responses. Prior to the macro-shocks, certified and uncertified control groups performed similarly. However, as Brexit-related uncertainties took hold from 2017 onwards, a distinct performance gap opened: certified firms sustained higher revenues and higher labour productivity. While this advantage compressed during the acute constraints of the pandemic in 2020-2021, certified firms never underperformed. As the economy reopened, their edge reemerged, persisting firmly through the energy price spikes and cost-of-living pressures of 2022-2024.

Crucially, this operational stability did not stem from defensive measures such as job hoarding, as employment trends moved similarly across both groups.

The effect is strongest for ISO 9001, which is consistent with the logic of quality management. Quality management systems place emphasis on process discipline, continuous improvement, risk-based thinking and customer satisfaction. These are not merely compliance requirements. They are managerial capabilities that can support continuity, contract credibility and confidence in supply chains when markets are under strain. ISO 14001 may bring important environmental, regulatory and reputational benefits, but the report finds less immediate evidence that environmental management systems alone cushion short-term financial performance during macroeconomic shocks.

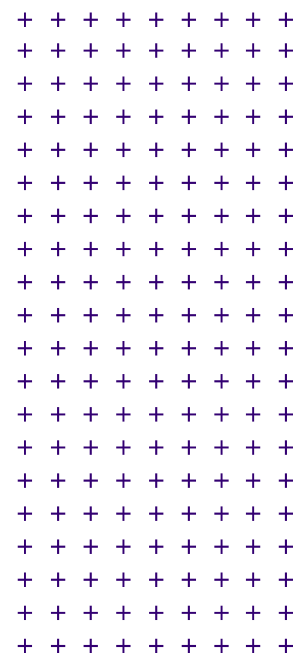


These insights reframe the strategic value of standards and accredited certification. Our broader findings show that certification rarely delivers an overnight productivity surge; its true value materialises through the depth of implementation. By embedding process discipline into daily routines, firms solidify organisational foundations that hold steady when external shocks arrive. Resilience is not bought with a certificate on the wall; it is built through the routines that a credible management system instils. Understood this way, accredited certification is a long-term investment in the very capabilities that underpin economic security.

For a UK economy navigating persistent uncertainty, the implication is clear. Accredited management system certifications should be viewed not as a box-ticking exercise or a short-term productivity lever. Instead, it should be seen as part of the infrastructure of economic security. Its value lies in helping firms embed the disciplines that sustain performance under pressure. In that sense, resilience is not simply a reaction to crisis. It can be designed, governed and assured.

“Resilience is not bought with a certificate on the wall; it is built through the routines that a credible management system instils.”

This is precisely why formal accreditation matters. A certificate is only as reliable as the institutional assurance behind it. As the UK’s National Accreditation Body, UKAS evaluates and accredits the conformity assessment bodies that conduct business audits, providing independent confirmation of auditor competence and impartiality. In a market where non-accredited certification also exists, this distinction is economically important. Accreditation protects the integrity of the signal, reduces the scope for superficial assurance and strengthens the chain of trust on which customers, regulators and supply chains rely.



Investing in our people

By Kanchan Agarwal
UKAS Executive Director –
Talent & Human Resources



The expertise, professionalism and dedication of our people is at the heart of UKAS's positive impact on the world. Whilst accreditation is delivered through robust processes and internationally recognised standards, it is ultimately our employees, technical assessors and subject matter experts who provide the knowledge, judgement and integrity that underpin confidence in accredited services across the UK economy.

As Executive Director – Talent & Human Resources, I am pleased to reflect on a period in which UKAS has continued to strengthen its organisational capability and resilience. Throughout 2025-26 and into the current financial year, our focus has been on ensuring that UKAS has the capacity, skills and leadership required to support increasing demand, respond to emerging sectors and maintain the high standards expected of the UK's National Accreditation Body.

Today, UKAS comprises 360+ employees supported by a network of over 800 contracted technical assessors and experts. Together, they represent a highly specialised community of professionals whose expertise supports customers across a diverse range of industries and technologies. As accreditation continues to play an increasingly important role in supporting trust, innovation and economic growth, sustaining and developing this capability remains one of our most important priorities.

Like many organisations operating in specialist and technical environments, UKAS faces increasing competition for skills and expertise. In response, we have continued to strengthen our approach to workforce planning, recruitment and succession planning, ensuring that we are not only meeting today's operational requirements but also preparing for future needs. Alongside welcoming new employees and technical assessors to the organisation, we have placed particular emphasis on building talent pipelines in specialist disciplines where expertise is scarce and demand continues to grow.

However, capability is about more than recruitment. It requires a sustained commitment to developing people throughout their careers. During the year, we continued to invest in onboarding, learning and development, leadership capability and knowledge-sharing initiatives designed to strengthen both individual performance and organisational resilience. These investments help ensure that critical expertise is retained, future leaders are developed and our people are equipped to adapt to an increasingly complex and evolving accreditation landscape.

Building a resilient organisation is also about building a strong culture. We remain committed to creating an environment where people feel valued, respected and able to contribute their best. Through initiatives that support wellbeing, inclusion, engagement and belonging, we continue to foster a culture that encourages collaboration, innovation and continuous improvement. Feedback from employee surveys provides important insight into colleague experience and helps inform our priorities as we continue to evolve as an organisation.

"We have continued to strengthen our approach to workforce planning, recruitment and succession planning."

Over the past year, we have also continued to strengthen the people frameworks that support effective organisational performance. This has included modernising policies and processes, enhancing compliance and governance arrangements, improving workforce data and reporting, and progressing a more modern approach to performance and development. Collectively, these improvements provide stronger foundations for decision-making, accountability and future growth.

Looking ahead, the environment in which UKAS operates will continue to evolve. Advances in technology, changing market needs and increasing expectations of assurance require us to remain agile and forward-looking. The strength of our response will depend on the capability, adaptability and commitment of our people. By continuing to invest in talent, leadership and organisational effectiveness, we are ensuring that UKAS remains well positioned to deliver trusted accreditation services, support business resilience and contribute to the wider public good for years to come.

The evolution of our expertise

By Juliette Love
UKAS Executive Director – Technical



Strengthening collaboration, confidence and resilience

Leading through transition

In my first 10 months as Executive Director – Technical, I continue to be impressed by the breadth of expertise, commitment and shared purpose that exists across UKAS. As the National Accreditation Body, our role within the UK's National Quality Infrastructure is grounded in confidence, trust and technical rigour. For the Quality and Technical team, this means not only providing specialist leadership but also working as an enabling function across the business: supporting colleagues, strengthening consistency and helping UKAS respond with confidence to an increasingly complex external environment. This sits directly behind UKAS's updated mission statement, as outlined by Matt Gantley in his article for this report, to deliver world-class accreditation services, strengthening both the domestic and global quality infrastructure.

Evolving the Quality and Technical team

A key priority has been to evolve the Quality and Technical team so that it is well positioned to support UKAS now and into the future. Technical excellence is fundamental to UKAS's offer to the market, ensuring our services are credible. This provides businesses with the trust that they can rely on accreditation to improve their risk reduction and demonstrate compliance in increasingly challenging economic environments. Maintaining this technical excellence depends on people with the right skills, knowledge and judgement. It also depends on how effectively those people connect with others across the organisation. During the year, we have focused on building a team that is visible, approachable and collaborative; with the confidence to provide constructive challenge and the flexibility to support different parts of the business as needs emerge. This approach is helping to strengthen resilience, support succession and ensure that specialist expertise is applied where it can have the greatest impact.





Working together to support assurance and improvement

Our emerging technical strategy framework brings together the quality system, self-evaluations, monitoring activity and wider learning mechanisms that support consistent, rigorous and effective delivery. While these processes are important, their real value comes from the conversations, insight and the shared ownership they create. By working closely with colleagues across Operations, Corporate Services and the wider leadership team, we are using assurance not simply as a compliance mechanism, but as a means of identifying themes, understanding risk and supporting better decision-making across the business.

This more connected approach has been reflected in the way we are developing our management review, strategic planning and technical priorities. Broader input from the Senior Leadership Team and closer engagement across functions are helping to identify cross-business risks and opportunities earlier, creating a stronger basis for collective action and future-proofing the delivery of the national accreditation service. The technical strategy framework provides a way of aligning quality, technical and operational needs, while encouraging collaboration around digitalisation, systems improvement and the responsible use of AI. This will help us to move from individual initiatives towards a more coherent, business-wide approach to improvement.

Listening, learning and building trust

Trust is sustained through listening as well as through technical competence. Feedback from customers, stakeholders and colleagues provides valuable insight into how UKAS is impacting industries and where we can improve. The Quality and Technical team has a pivotal role in helping to interpret that insight, connect it with wider assurance and risk information and support practical improvements. This reinforces a learning culture in which feedback is not viewed in isolation, but as part of a wider picture of performance, confidence and service delivery.

Supporting confidence in the marketplace

The integrity of accreditation depends on confidence that schemes, standards and assessment approaches remain fit for purpose and trusted by the marketplace. UKAS's services must continue to meet the needs of the markets we serve, and in doing so support the performance and resilience of all the organisations who rely on accredited conformity assessment. Over the year, we have continued to support colleagues and stakeholders in considering these questions in a consistent and proportionate manner. This work demonstrates the value of collaboration between technical specialists, operational teams and external stakeholders; ensuring that decisions are informed by sound judgement, sector knowledge and an understanding of the wider public interest.

Building for the future

Looking ahead, my focus is on continuing to develop a Quality and Technical team that is confident in its expertise, generous in its support and deeply connected to the needs of the wider business. One of UKAS's greatest strengths lies in the way its people work together: sharing knowledge, challenging appropriately and supporting one another to deliver confidence in a changing world. By continuing to build those connections, we will continue to safeguard and strengthen the technical excellence on which all our services depend; enabling business resilience across the market and supporting UKAS's ongoing vital societal and economic contribution.

Technical excellence and service

Number of complaints
reviewed about UKAS

19

Upheld

12

Partially upheld

14

Not upheld

5

In progress

Breakdown of complaints
raised against UKAS



23

Service levels



13

UKAS
decision



5

Fees



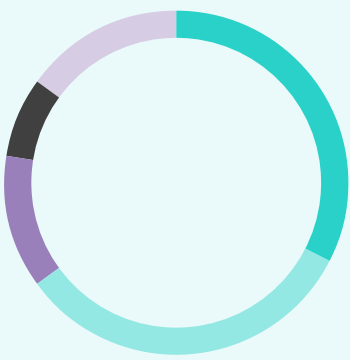
3

Conduct of
UKAS employees



6

All other complaints



Number of complaints
received about UKAS
accredited conformity
assessment bodies

49

Complaints received

Number of UKAS
internal audits

16

Conducted

50

Nonconformities
raised

30

Opportunities for
improvement raised

Customer satisfaction
(CSAT scores)

84%

Overall performance of
UKAS service delivery over
the 12 month period

Customer satisfaction
score

93%

Positive feedback on team
performance during a
specific assessment

Employee
monitoring

304

Assessors and decision
makers monitored

Development update

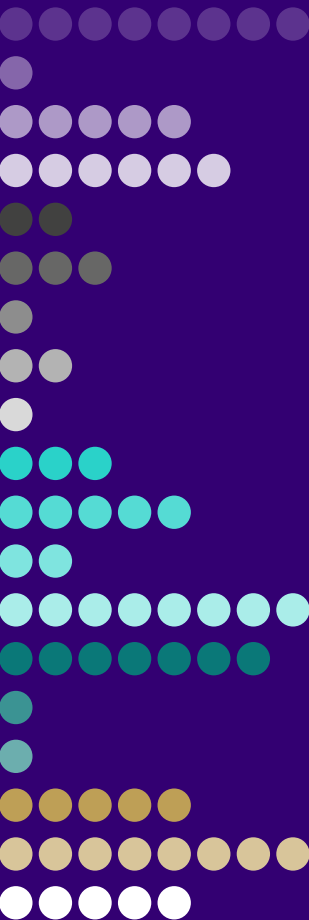
The Development team has delivered a strong year marked by sustained growth and increased delivery. Its portfolio has continued to expand into priority areas in both regulated and emerging areas. These include sustainability and net zero, AI, digital assurance and cybersecurity, as well as health and social care. This diversification aligns closely with UKAS's strategic approach, positioning it at the forefront of new and evolving assurance markets.

First accreditations have been successfully granted in key areas such as ISO/IEC 42001 for AI management systems and ISO 15189 for Sexual Assault Referral Centres (SARCs) with rollout of SARCs accreditation now expanding across both NHS and private providers. Similarly, the digital verification framework and the SERMI (Security-related Repair and Maintenance Information) scheme for vehicles have achieved their first accreditations.

The imminent approval of the extension to biobanking of the scope of UKAS recognition under the European co-operation for Accreditation Multilateral Recognition Agreement (following peer evaluation) represents a significant achievement. Also, the first wave of validation and verification bodies under the Peatland Code are in the final stages of assessment. In parallel, engagement with government departments, regulators and international stakeholders has strengthened, reinforcing UKAS's role in shaping assurance frameworks in emerging markets.

Schemes spanning multiple sectors have successfully moved from the development process into UKAS operations. These include established programmes such as BIM, building information modelling (ISO 19650), collaborative working (ISO 44001) and the nuclear supply chain, alongside sustainability-focused initiatives such as PAS 2060 carbon neutrality and sector-specific schemes including medical physics.

Development pipeline overview



● Built environment	8
● Built environment/Digital	1
● Carbon markets	5
● Data assurance	6
● Environment	2
● Farming/Animal Welfare	3
● Fire safety	1
● Food safety/assurance	2
● Forensic science	1
● Health and safety	3
● Health and social care	5
● Management system	2
● Nature-based sustainability	8
● Other	7
● Rail	1
● Renewables	1
● Sustainability - ESG	5
● Sustainability - Ethical	8
● Transport	5

Digitalisation strategy

By Georgia Alsop
UKAS Chief Finance &
Digitalisation Officer and Deputy CEO



Agility, innovation and the digitalisation of accredited services

In an economic landscape defined by rapid technological advancements, changing market expectations and increasing regulatory complexity, accreditation must similarly evolve. Previously seen as optional enhancements, agility, innovation and digitalisation are now essential to ensuring that accreditation continues to deliver confidence, credibility and value across the economy.

At UKAS, our approach to innovation is deliberate and grounded in our purpose: to safeguard public trust in conformity assessment. This enhances outcomes for customers, regulators and the wider market.

Innovation with purpose

There is little value in innovating for innovation's sake. Accreditation underpins trust in testing, calibration, certification, inspection, validation and verification services. That trust is built on UKAS demonstrating technical rigour, independence and consistency. The emergence of new technologies (particularly in artificial intelligence, data analytics and digital platforms) presents both an opportunity and a responsibility to deliver our purpose. By applying innovation where it directly improves assurance, transparency and decision-making, technological advancement can enhance, rather than compromise, the integrity of both accreditation and the rest of the National Quality Infrastructure (NQI).

Digitalisation as a catalyst for value

Digitalisation is transforming how accredited services are delivered, accessed and validated and its process is more than simply transferring paper-based reports into a digital format. At UKAS, we are leveraging technology to move beyond static outputs towards dynamic and machine-readable accreditation credentials. The development of digital accreditation schedules and verifiable credentials (accessible through mechanisms such as QR codes) represents a significant step forward in how trust is communicated and verified in real time.

This shift enables customers to instantly and securely share their accredited status and scope, while simultaneously providing end users (whether regulators, businesses or consumers) with immediate access to the latest verified information. Enhancing the traceability and data security of these processes increases confidence in both the usability and the integrity of accreditation, reinforcing its value and purpose in increasingly digital supply chains.

Augmenting technical rigour through technology

Central to our approach is the augmentation of technical assessment through intelligent use of technology. Digital tools, data integration and AI-assisted processes have the potential to strengthen the depth and consistency of assessments.

By embedding advanced analytics into accreditation processes, we can more effectively identify patterns, trends and risks. This supports more targeted assessments and enables earlier identification of potential issues. It also ensures that technical rigour is preserved and remains at the heart of accreditation, even as delivery models evolve. Importantly, though, it does not replace professional judgement.

Towards real-time and continuous assurance

One of the most significant opportunities presented by digitalisation is the potential to enhance periodic assessment with more continuous forms of surveillance. Traditional accreditation models, while robust, are inherently time-bound. Emerging technologies allow us to complement this model by incorporating elements of real-time monitoring into the assessment process.

Together, improved data flows, increased digital reporting and deeper system integration can help to build a more responsive and adaptive accreditation framework. This will strengthen business resilience and support timely risk management, as well as ensuring that confidence in accredited services is maintained between formal assessment visits.



Generating insight across the National Quality Infrastructure

Beyond individual assessments, digitalisation enables UKAS to generate broader insights into the performance and integrity of conformity assessment in the UK. When analysed effectively, aggregated data can provide valuable intelligence on industry performance and emerging risks and suggest areas for improvement.

These insights are valuable not only for UKAS and our customers, but also for government and regulators, who rely on robust evidence to inform policy and oversight decisions. By enhancing visibility and transparency across the NQI, accreditation contributes to better-informed decision-making and more effective regulation.

Delivering better outcomes for the market and the public

Ultimately, the purpose of agility, innovation and digitalisation in accreditation is to improve outcomes. For UKAS's customers this means more efficient processes, enhanced marketplace competitiveness and being better positioned to meet future demands. For government and regulators, it means stronger assurance frameworks that provide better access to reliable, real-time information, are effective nationally and align globally. For the public, it means greater trust in the systems that underpin safety, quality and sustainability.

UKAS's role is to ensure that, as the landscape evolves, accreditation remains a reliable foundation for trust and hence fit for the future. By embracing innovation, leveraging technology responsibly and maintaining a relentless focus on technical excellence, we are strengthening the value of accredited services. This will ensure that our adaptation to change also shapes a more agile, resilient and transparent quality infrastructure for the benefit of the market and society as a whole.

“Ultimately, the purpose of agility, innovation and digitalisation in accreditation is to improve outcomes.”

Accreditation: more than just a tick box

By Lynsey Poyner
UKAS Chief Operations Officer



It can be tempting to think of accreditation as the end of a process: an assessment completed, a certificate awarded and a compliance box ticked. While those milestones are important, they are not where accreditation delivers its greatest value.

At UKAS, we see every day how accreditation supports organisations far beyond demonstrating compliance. At its best, it provides a framework for continual improvement: helping organisations strengthen capability, manage risk and build lasting confidence in the services they provide.

Across the conformity assessment community, accreditation provides independent assurance that organisations are technically competent and able to deliver reliable, consistent results. That assurance benefits UKAS's customers, government, regulators and markets alike. Just as importantly, the accreditation process encourages organisations to continually review how they operate, challenge established practices and identify opportunities to improve.

"The UKAS certificate is the visible outcome of accreditation, but it signifies something far greater than a successful assessment."

In our experience, and as the research by Professor Li and colleagues (featured above in this report) indicates, the organisations that gain the greatest value from accreditation do not approach it as an exercise in passing an assessment. Instead, they use it to ask more fundamental questions about how they can improve performance, increase resilience and deliver greater value to their customers. During my time at UKAS, and especially in my interactions with conformity assessment bodies, I have seen personally how that shift in mindset transforms accreditation from a compliance requirement into a strategic management tool.



The benefits of this approach are tangible. More consistent processes reduce unnecessary variation and rework. Better performance monitoring enables issues to be identified and addressed before they escalate. Clear accountability and ownership, robust governance and continued investment in competence supports better decision-making and strengthens organisational resilience.

These benefits extend well beyond individual organisations. Customers gain confidence that services are delivered competently and consistently. Regulators can place greater reliance on accredited conformity assessment, supporting effective regulatory delivery and reducing unnecessary compliance burdens. Businesses benefit from trusted results that reduce duplication across supply chains and facilitate market access. In this way, accreditation contributes not only to quality, but also to productivity, innovation and economic security.

Independent assessment remains one of accreditation's greatest strengths. Every organisation develops established ways of working, and over time it can become difficult to recognise where improvements are needed. Constructive external challenge helps organisations test assumptions and strengthen systems by highlighting weaknesses before they develop into larger issues that impact markets and consumers.



At UKAS, our assessments are delivered by people with extensive technical expertise and sector knowledge. Their role extends beyond determining whether requirements have been met. They assess whether organisations can consistently demonstrate competence, impartiality and confidence over time. The most valuable assessments are those that encourage organisations not only to address individual findings, but also to reflect on what those findings reveal about their wider systems, culture and ways of working.

That principle applies equally to UKAS. As an organisation, we continue to challenge ourselves to improve the way we assess, support and engage with our customers and stakeholders. We encourage our people to approach assessment with curiosity and collaboration, while maintaining the rigour, consistency and impartiality that underpin confidence in accreditation. Striking that balance is not always straightforward, but it is fundamental to maintaining trust in the delivery of the national accreditation service.

Accreditation itself cannot remain static because the environment in which organisations operate continues to evolve. As the other articles in this

report highlight, digital transformation, artificial intelligence, sustainability initiatives and increasingly complex global supply chains are changing both the opportunities and the risks facing organisations. These developments require conformity assessment to adapt, and UKAS must continue to evolve alongside them to ensure that accreditation remains relevant, responsive and internationally recognised. This year, we have spent considerable effort in understanding how the landscapes we are operating in are changing. We will continue to monitor and adapt according to these insights, ensuring that UKAS continues to thrive.

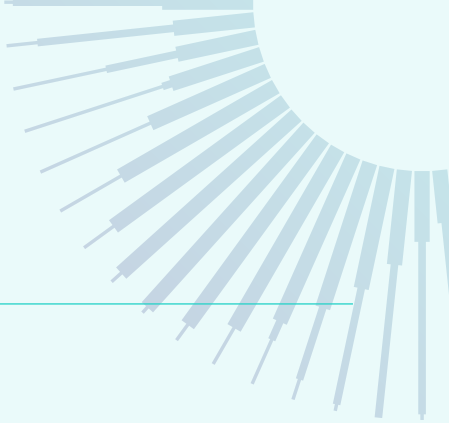
“Customers gain confidence that services are delivered competently and consistently.”

This is why accreditation is an ongoing process rather than a one-off achievement. A certificate awarded several years ago cannot, on its own, provide confidence today. Ongoing assessment and surveillance ensure that competence is maintained,

improvement continues and confidence remains justified as organisations respond to changing technologies, markets and customer expectations.

In my experience, leadership is central to making this work. Where accreditation is viewed simply as a technical requirement, or the responsibility of the quality team, its impact will inevitably be limited. Where leaders recognise it as a framework for improving performance, strengthening governance and managing risk, its value becomes far greater.

The UKAS certificate is the visible outcome of accreditation, but it signifies something far greater than a successful assessment. It represents a framework for building stronger organisations, more capable people, better decisions and, in turn, resilience to market shocks. That is why accreditation has always been, and will continue to be, far more than just a tick box.



Metrics dashboard for operations

Standard	2026	2025
ISO/IEC 17025 (testing laboratories)	1,152	1,170
ISO 15189 (medical laboratories)	517	539
ISO/IEC 17025 (calibration laboratories)	366	362
ISO/IEC 17020 (inspection bodies)	364	373
ISO/IEC 17065 (product certification bodies)	156	165
ISO/IEC 17021 (management system certification bodies)	115	115
IQIPS (physiological services)	72	71
ISO/IEC 17024 (personnel certification bodies)	42	43
ISO/IEC 17043 (proficiency testing providers)	36	35
ISO/IEC 17029 (validation and verification bodies)	27	24
BS 70000 (medical physics, clinical engineering and imaging)	26	35
ISO 17034 (reference material producers)	16	16
ISO 20387 (biotechnology, biobanking)	3	1

Number of new accreditations and extensions to scope granted

New CAB grants of
accreditation

92	134
2026	2025

Extension to scope
grants

1,168	1,151
2026	2025

Number of new conformity assessment body applications by standard

Standard	2026	2025
ISO/IEC 17025 (testing)	46	44
ISO/IEC 17020	31	19
IQIPS	14	12
ISO/IEC 17025 (calibration)	13	12
ISO/IEC 17029	10	0
ISO 15189	9	13
ISO/IEC 17021-1	9	9
ISO/IEC 17065	8	5
BS 70000	5	1
ISO 20387	3	0
ISO/IEC 17024	2	3
ISO/IEC 17043	2	0

Number of extensions to scope applications by standard

Standard	2026	2025
ISO 15189	762	353
ISO/IEC 17025 (testing)	587	599
ISO/IEC 17025 (calibration)	79	80
ISO/IEC 17065	51	54
ISO/IEC 17021-1	44	35
ISO/IEC 17020	37	47
ISO/IEC 17043	10	8
IQIPS	9	9
ISO/IEC 17029	5	1
ISO/IEC 17024	5	4
ISO 17034	5	4
BS 70000	5	2

+++++

Number of assessment days delivered

28,297

Surveillance and reassessment

1,455

Pre and initial assessment

4,065

Extensions to scope

3,364

Witnessed assessments

Number of assessors (broken down by role)

260

Lead assessors

551

Technical assessors

427

Technical experts

11

Lay assessors



Might national quality infrastructures be the new saviours or new sanctions?

In a complex geopolitical landscape, National Quality Infrastructures (NQIs) are strategic assets. Yet we have not seen such turbulence in geopolitics and trade, even de-globalisation, in two generations. In this article, Professor Michael Mainelli, UKAS Chair, explores the future for trade-based NQIs – will they be casualties or connectors?

In 2026, international standards (a core element of NQIs) are transitioning from technical, behind-the-scenes engineering agreements into primary tools of statecraft; acting simultaneously as new saviours for economic security and new sanctions that fragment global trade. While they are mainly designed as tools for alignment and barrier reduction, if implemented in isolation or without careful consideration, standards have the potential to act as virtual sanctions that could stifle and fragment global trade. The geopolitical storm now battering international institutions is a threat to trade, but it is also an opportunity for those of us in the quality infrastructure community to step forward and hold things together.

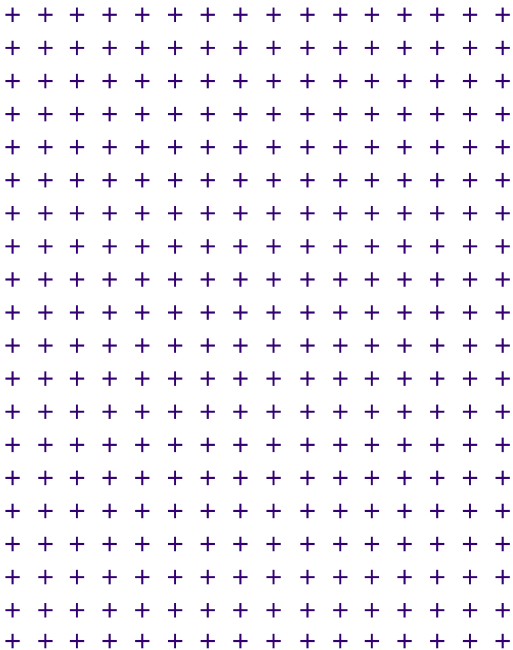
Changing standards

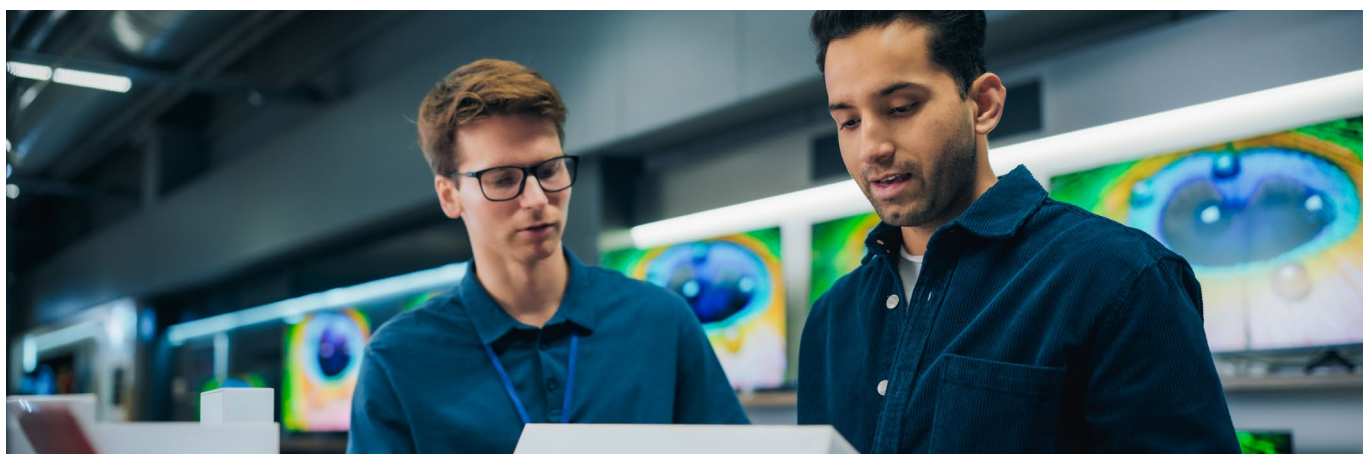
For several decades, standards were one of the quiet success stories of globalisation, providing three critical functions: interoperability, safety and trust. Industrial history demonstrates that standards enable (rather than impede) innovation by creating a shared language in which innovation can be trusted and traded. From roughly 1990 to 2016, we enjoyed something close to a “golden age” of international standards alignment. The World Trade Organization’s (WTO’s) Technical Barriers to Trade (TBT) Agreement directed members toward international standards. The International Organization for Standardization’s membership grew. EU-harmonised standards swept away the technical patchwork of European markets.

So, what has changed since 2016? First, geopolitics has fragmented supply chains, with “friendshoring” becoming policy in several major economies.

Second, security concerns, legitimate in origin, are being stretched to cover products with no realistic security dimension, simply because they come from the “wrong” country. And thirdly, sustainability has become a battlefield as well as an opportunity; for example the EU’s Carbon Border Adjustment Mechanism and the Corporate Sustainability Due Diligence Directive are creating a new forest of compliance requirements, some of which genuinely advance sustainability and some of which create trade barriers.

Standards are inherently dual-use. The same specification that enables trade can prevent it, depending on who writes it and how it is implemented. The WTO’s TBT Agreement is the primary international check on this behaviour. It requires members to use international standards as the basis for national regulations wherever they exist, and to accept products and services that comply with those international standards.





National Quality Infrastructures

Three components of NQIs are vital here: standards, which define what good looks like; conformity assessment (testing, inspection, certification, calibration, verification and validation) which confirms that a specific product, process or organisation meets the standard; and accreditation, which assess the impartiality, competence and integrity of conformity assessment bodies (CABs). Together, these three elements create a self-sustaining market for trust, or more accurately, "appropriate reliance". Roles are distinguished, such that standard-setting isn't under the control of either CABs or National Accreditation Bodies (NABs), that CABs compete to control costs and give customer service, and that NABs cannot certify. The elegant property of NQIs is that they operate below the level of geopolitics, so are arguably more resilient than governments. They are how buyers verify that products and services are what providers say they are, regardless of political, industrial and international borders.

Future regulatory landscapes

The ethos behind "open regulation" is that regulatory goals (including safety, environmental performance and fair dealing) can be achieved through voluntary standards frameworks enforced by market incentives, rather than exclusively through government mandates.

Open regulation is not deregulation. It is differently structured regulation, drawing on the competence of technical communities and the discipline of markets. It is also more adaptable: regulation requires government intervention; a standard can be revised in under two years when technology moves.

What should be done about it?

For industry today, open regulation guides towards a practical four-point agenda. First, engage actively in international standardisation. The people who show up to write the standards are the people whose products and services the standards describe.

Second, support mutual recognition agreements between accreditation bodies, such as that provided by Global ACI. These frameworks require industry champions who explain to their governments why national accreditation bodies are not bureaucratic overheads but essential market access mechanisms.

Third, work with national governments to defend WTO TBT disciplines. This means engaging with trade ministries when new national regulations are proposed that deviate from international standards without technical justification; supporting WTO committees when TBT notifications are filed; and making the case, firmly, repeatedly and with data, that the short-term political benefit of a

national testing requirement is outweighed by the long-term economic cost of market fragmentation.

Fourth, use sustainability standards proactively, considering the impact on producers in less-regulated markets who cannot demonstrate supply chain transparency.

Summary

Three prevailing pressures, of geopolitical rivalry, security concerns and sustainability, are reshaping the landscape and giving rise to divergence, the very opposite of standardisation. We are moving dangerously from "one standard fits all" to "my standard fits me – and excludes you." The choice is not whether to support NQIs; it is whether that support is reactive or proactive; whether you wait for others to write rules that disadvantage you, or you invest in shaping rules that enable the whole industry to grow.

NQIs, at their best, are an act of collective intelligence – communities agreeing that certain things are true, safe and can be trusted. In a world where trust is increasingly scarce, and geopolitics increasingly noisy, that act of collective intelligence is more valuable than ever.

This article is an abridged version of Professor Michael Mainelli's presentation to the European Electrical Insulation Manufacturers in March 2026.

TIC and economic security

Q&A with Antoine Giros
UK & Ireland Vice President,
Bureau Veritas



Antoine Giros, Bureau Veritas UK & Ireland Vice President, discusses the global trends affecting the accredited TIC¹ sector and its clients. He outlines what direction TIC providers could take to maximise the potential benefits and neutralise the potential drawbacks of these challenges, particularly around the rise of AI, digitalisation and cybersecurity.

Q

What are the emerging global trends that could have the most significant impact on the TIC industry and its clients?

A

There are two broad groups of global trends that could significantly affect the economic security and business performance of both the TIC industry and our clients for many years to come. Firstly, the world is currently going through several important macro trends such as increasing urbanisation, sustainability, energy transition (particularly to electrification) and supply chain resilience. The TIC industry has a long-established history of being the foundation for generating trust across multiple developing sectors. The role for the TIC industry is to analyse these trends and adapt our operations and offerings, so that we continue to deliver the safety, quality, sustainability, consistency and impartiality that our clients rely on us for.

The phenomenal rise of digitalisation, artificial intelligence and cybersecurity is another separate and overarching trend which is already impacting organisations across the world. Accompanying this relentlessly advancing wave are a whole raft of new topics and questions for the TIC industry to consider: how can accredited conformity assessment ensure trust in digital assets? How can AI and increased computing capacity be utilised to provide trust, quality and safety in a better way? This digital revolution is therefore an opportunity for the TIC industry to evolve our services to offer a better value proposition to our customers.

¹Testing, inspection and certification.

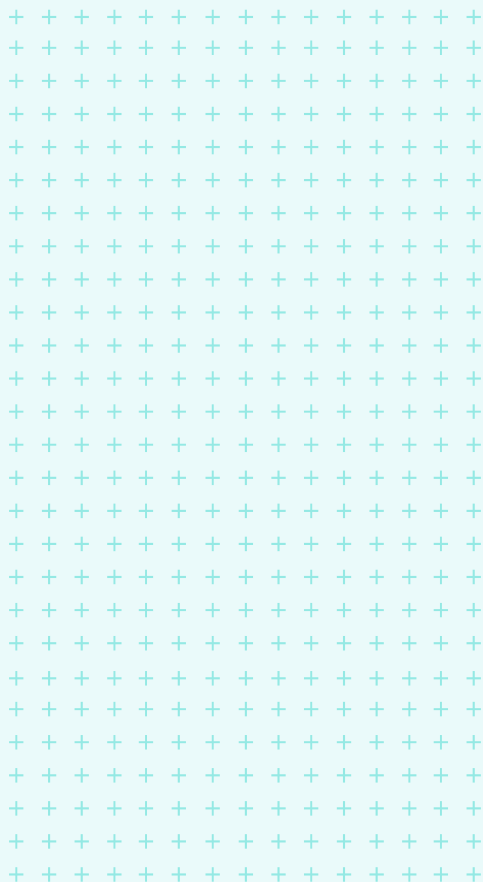
Q

In what ways could emerging technologies improve working practices in the TIC sector?

A

Technology has the potential to transform the way we perform conformity assessment audits. Systems could be developed that deliver more predictive assessments, on a greater number of assets (both physical and digital) and in real time; all whilst maintaining existing high levels of robustness and reliability.

Technology could also be used to improve the depth and effectiveness of data analysis, enhancing both risk management and service delivery for clients. For example, current accreditation rules and guidance define the size and composition of assessment teams, as well as audit duration, based on established parameters such as the number of employees and the nature of the activities performed at the audited site. Leveraging the extensive data sets available by client, industry, geography or product category could support a more accurate risk-based audit preparation and help bespoke audit programmes and planning accordingly. Adopting this approach would deliver better value to clients, by ensuring each audit is more appropriately tailored according to the pre-assessed level of risk.



Q

How could the increasing use of rapidly emerging technologies disrupt the accreditation model?

A

The value of the accredited TIC sector goes beyond providing clients with 'compliance' and instead relies on offering trust in the goods, services, buildings, assets and processes that we all use every day. This is made possible via the technical expertise and impartiality of TIC companies who operate under similar, consistent and comparable accredited rules. This common set of internationally recognised standards and rules is critical to delivering the level of trust that TIC companies are offering to their customers.

However, a potential risk of disruption exists where a new entrant is able to better leverage large existing data sets to offer more insights and details on risk management, quality and safety. In such a scenario, the accredited TIC sector will need to continue evolving to demonstrate how independent, impartial and competence-based conformity assessment can complement data-rich, real-time risk insights.

Emerging technologies are changing the market expectations, which is a fantastic opportunity for the accredited TIC sector to reinvent itself.

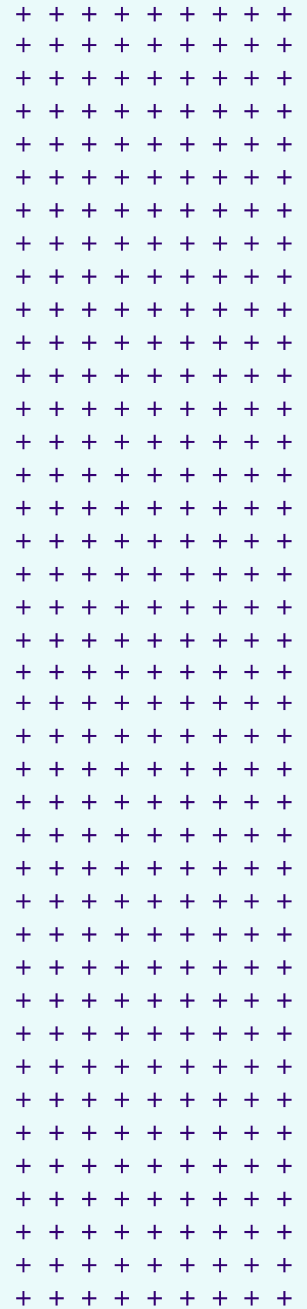
Q

How can the accredited TIC sector best neutralise the threat of AI-based disruptors?

A

The answer lies in adapting the current model and challenging ourselves over what value we want to bring to our customers and how this differentiates us from the potential AI-reliant disruptors. If you ask an AI agent the same questions on multiple occasions you will end up with broadly similar answers, but none of these answers will be exactly the same. This is because all AI models, no matter how sophisticated, work on probabilities rather than certainties.

Conversely, the accredited TIC industry is built on independently verified evidence, professional competence, impartial assessment and traceable conclusions. It is this ability to provide evidence-based, independently verified confidence – rather than purely probabilistic outputs – that remains the core value of the accredited TIC industry. AI is powerful, but without the critical human context it can't be transformative. The opportunity for our accredited TIC industry is to unlock value by leveraging AI combined with human expertise.



Building trust for trade, innovation and economic security

By Brahim Houla
Chair, Global Accreditation
Cooperation Incorporated



In an increasingly complex global economy, accreditation is no longer only a technical mechanism for confirming competence. It is a strategic infrastructure for trust. It enables governments, regulators, businesses and consumers to rely on the results of testing, inspection, certification, validation and verification, even when those results are generated across borders, sectors and jurisdictions.

This is the central value of the Global Accreditation Cooperation Incorporated (Global ACI) Multilateral Recognition Arrangement¹. Through peer evaluation and mutual recognition among accreditation bodies, the MRA supports the principle of “accredited once, accepted everywhere”. For business, this reduces duplication, lowers unnecessary costs, facilitates market access and helps supply chains move with greater confidence. For governments, it provides a trusted tool to support regulation, trade facilitation and economic security. For society, it strengthens confidence that products, services, systems and claims have been assessed by competent bodies operating under internationally recognised requirements.

Economic security now depends not only on physical infrastructure, but also on trusted assurance infrastructure. Resilient supply chains require confidence in the origin, quality, safety, cybersecurity, environmental performance and compliance status of goods and services. Accredited conformity assessment provides this confidence. It helps markets distinguish credible evidence from unsupported claims, enabling fair competition by ensuring that businesses are assessed against transparent and internationally accepted criteria.

UKAS plays an important role in this global system. As the UK's National Accreditation Body, and as a full member and MRA signatory within Global ACI, UKAS contributes to the international recognition framework that allows UK-accredited results to be accepted globally, while also supporting the acceptance of recognised accredited results into the UK market. Its continued international recognition reinforces confidence in UKAS accreditation and strengthens the UK's contribution to trusted global trade.

The importance of this role is expanding as the economy becomes more digital. Artificial intelligence, e-commerce, digital product information, remote assessment, data-driven

conformity assessment and digital credentials are changing how trust is created and verified. In this environment, accreditation must continue to evolve. It must support assurance for new technologies while also transforming its own processes to make accredited information more accessible, interoperable and useful for regulators, businesses and consumers.

AI is a clear example. The global deployment of AI systems will depend on trust in governance, data integrity, risk management, transparency and accountability. Accreditation can provide the confidence framework needed for competent assessment of AI management systems and related assurance activities. Similarly, in e-commerce, consumers and regulators increasingly need reliable digital evidence about products, sellers, certificates and claims. Accreditation can help ensure that digital trust is not merely declared, but independently demonstrated.

The future of accreditation will therefore be both technical and strategic. It will require strong peer evaluation, robust international recognition, credible digital transformation and deeper engagement with public policy priorities. Global ACI's mission is to ensure that accreditation remains a trusted global mechanism for enabling trade, protecting society, supporting innovation and strengthening economic resilience.

In a fragmented world, mutual recognition is not a procedural achievement. It is a foundation for cooperation, confidence and shared prosperity. UKAS, through its national role and international recognition, remains an important contributor to that foundation.

“Economic security now depends not only on physical infrastructure, but also on trusted assurance infrastructure.”

¹ Global ACI brought together the former roles and activities of the International Accreditation Forum (IAF) and the International Laboratory Accreditation Cooperation (ILAC) from 1 January 2026, providing a unified global body and replacing the two separate multilateral recognition agreements with its single MRA.

Assuring trust in a sustainable future

Rachel Solomon Williams
Executive Director,
Aldersgate Group



Why trust matters in the green transition

Rarely have businesses had to navigate so much change at once. The shift to a net zero, nature-positive economy is reshaping investment decisions, supply chains, product development and competitive strategy. Organisations are being asked to make significant investments in adapting business models to demonstrate progress against increasingly ambitious environmental goals.

Sustainability and climate action have moved firmly into the business mainstream, shaping investment decisions, procurement practices and international competitiveness. As the transition accelerates, the challenge is to go beyond taking action, ensuring that action is credible, comparable and capable of delivering real-world outcomes.

Amid all this change, one factor is easy to overlook: trust. Businesses, investors, consumers and governments all depend on reliable information when making decisions. Without confidence in the claims being made and the outcomes being delivered, progress slows, investment hesitates and markets struggle to function effectively. At the Aldersgate Group, we see this every day. Businesses are keen to invest and innovate, but they also want confidence that the rules are clear and that markets reward genuine progress.

This is particularly important given the huge economic opportunity associated with the green transition. Businesses are developing new products, services and technologies that can reduce emissions, improve resource efficiency and support nature recovery, with many finding that sustainability investments can strengthen their own resilience. For a growing number of firms, sustainability is becoming a source of competitive advantage; helping attract investment, strengthen resilience, reduce costs and access new markets.

However, opportunity alone is not enough. The Aldersgate Group has long argued that businesses need long-term certainty to take advantage and invest. We view effective climate and environmental policy as an essential foundation for long-term prosperity rather than a drain on economic growth.



So trust is ever more important. Whether a company is reporting emissions, verifying a net zero target, assessing environmental impacts in its supply chain or participating in emerging nature markets, the same question arises: can the information be trusted? International standards, supported by accreditation and assurance, help answer that question. They provide a common language for markets, giving organisations confidence that claims are robust, comparable and recognised beyond national borders. Without this trust, business and consumer participation in the green transition are likely to be discouraged.

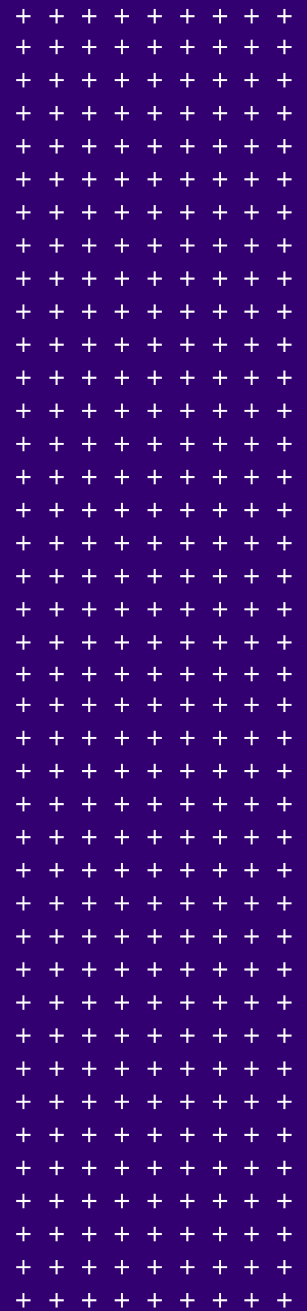
Investors commit capital when they trust the information they're given. Consumers are more likely to buy sustainable products when environmental claims are credible. And governments can move more quickly and effectively when market frameworks are underpinned by a clear understanding that outcomes are genuine and measurable.

The importance of this issue is likely to increase over the coming years, with climate-related disclosures becoming more widespread, and nature-related risks and dependencies moving up the corporate agenda. Supply chain transparency requirements are expanding and new mechanisms are emerging to support decarbonisation, resource efficiency and environmental improvement.

None of these developments can succeed unless businesses, investors and consumers can rely on the information they are given. Trust should therefore be recognised as a strategic asset. Just as physical infrastructure supports the movement of goods and digital infrastructure supports the movement of information, quality infrastructures must support the functioning of modern markets. As the UK continues its transition towards a net zero and nature-positive future, maintaining that confidence will be essential. Environmental outcomes are stronger when organisations trust the systems designed to deliver them.

That is why the institutions, frameworks and assurance mechanisms that help establish confidence deserve greater recognition. They may not always attract the headlines, but they play a vital role in enabling investment, supporting innovation and ensuring that sustainability action delivers genuine value for both business and society. As businesses continue to innovate and invest in the green transition, the need for trusted standards and credible assurance will only grow. UKAS plays an essential role in providing that confidence.

“Environmental outcomes are stronger when organisations trust the systems designed to deliver them.”





Accreditation as a tool for economic resilience

As governments and businesses continue to navigate geopolitical uncertainty, volatile supply chains and rapid technological change, resilience has become one of the defining characteristics of a successful organisation. Resilience is not simply the ability to respond to disruption, but the capacity to maintain confidence, enable innovation and support sustainable growth through periods of change.

This is where UKAS's External Affairs function plays a strategic role. As the National Accreditation Body, UKAS has a public interest mission, an obligation that is at the core of our work. Amongst other duties, it requires us to support government in pursuit of stronger, more resilient markets, positioning accreditation as a practical policy tool that supports effective regulation, consumer protection and economic growth.

Our team has touchpoints right across the market, helping UKAS to remain relevant to the UK's economic and regulatory priorities. These engagements have positioned UKAS as a strategic partner for government and industry over the past year.

Enabling trade and market access

Supporting economic growth has remained a central priority throughout the year. UKAS has worked extensively with government, industry and international stakeholders to demonstrate how accreditation can reduce technical barriers to trade and support the vital integration of supply chains.

Nowhere has this engagement been more prominent than in respect of the UK-EU trading relationship, where UKAS continues to convene stakeholders to highlight barriers arising from conformity assessment provisions and raise awareness of practical solutions.

Accreditation is a trade-enabling tool that can reduce compliance burdens, lower costs and improve market access, and in doing so strengthen economic security and support business performance. UKAS has embedded this message throughout its external engagement, including across the breadth of the UK's trade policy agenda and speaking at a World Trade Organisation (WTO) Technical Barriers to Trade Committee thematic session.

Building trust in artificial intelligence and emerging technologies

Rapid advances in artificial intelligence and other emerging technologies have reinforced the importance of trusted assurance, with a role for accredited conformity assessment supporting innovation whilst maintaining confidence, transparency and accountability. External Affairs has continued to position accreditation as an essential component of trustworthy AI ecosystems, contributing to initiatives including the AI Assurance Stakeholder Consortium and the AI Standards Hub.

“UKAS has worked extensively with government, industry and international stakeholders to demonstrate how accreditation can reduce technical barriers to trade and support the vital integration of supply chains.”



Supporting public policy across the four nations

UKAS has strengthened its engagement across the nations of the United Kingdom, ensuring accreditation supports both national and devolved policy priorities. Through sustained engagement with governments, regulators and stakeholders, UKAS continues to demonstrate how accredited conformity assessment contributes to economic growth through proportionate regulation. To this end, UKAS has joined the Institute of Welsh Affairs, a leading membership body supporting public policy development. Additionally, we also continue to participate in the Scottish Government's Regulatory Review Group, which provides valuable opportunities to shape discussions on better regulation and the role of accredited assurance within Scottish Government policy.

Providing confidence in sustainability initiatives

As the transition to a more sustainable economy gathers pace, confidence in environmental claims has become increasingly important. UKAS engages with government and industry to demonstrate how accreditation underpins trust in sustainability reporting, voluntary carbon markets and wider sustainability initiatives. Recognition of accreditation within Carbon Border Adjustment Mechanism legislation further reinforces its importance in providing confidence in emissions-related data and supporting credible environmental claims. Rachel Solomon Williams, Executive Director of the Aldersgate Group, of which UKAS is a member, has provided an article for this report that sets out her perspective on how accreditation can support a green transition.

Supporting the built environment sector

The same strategic approach has informed UKAS's engagement in the construction and built environment sector. As reforms continue following the Building Safety Act 2022 and wider changes to the construction products regime, UKAS has worked closely with the Ministry of Housing, Communities and Local Government, and the Department for Energy Security and Net Zero, to ensure that accreditation can play its part in strengthened regulatory frameworks across the sector. UKAS supports the use of accredited conformity assessment as part of the new construction products regime and other initiatives, including the Warm Homes Plan.

The delivery of the national accreditation service is a strategic asset for government and the economy alike. External Affairs is the interface between UKAS and its stakeholders, maintaining and expanding this effective utilisation; such that accreditation is seen as a tool in the armoury of governments, regulators and businesses when seeking solutions to emerging policy and market challenges.

"The delivery of the national accreditation service is a strategic asset for government and the economy alike."



Building resilience across the market

Central to fulfilling UKAS's purpose of safeguarding public trust in conformity assessment is the work of the UKAS Academy; a strategic tool at the disposal of our customers and stakeholders, providing them with the knowledge and skills to build capability and consistently meet international best practice.

The UKAS Academy has evolved beyond its traditional role as a training provider, becoming an increasingly important enabler of UKAS's wider mission. Over the past year, the Academy has demonstrated how investment in competence and capability supports an effective, resilient and trusted conformity assessment ecosystem.

At its core, the Academy exists to develop competence at scale. By supporting assessors, technical experts and industry professionals, it strengthens the capability that underpins the delivery of the national accreditation service. We are increasingly focused on creating a holistic learning and support ecosystem that promotes consistency, enhances understanding of standards and their application, encourages knowledge sharing and supports best practice. Through more flexible and digitally enabled learning opportunities, we are also improving accessibility and extending our reach both domestically and internationally.

This growth reflects a broader shift in the market: competence is no longer a desirable addition but a fundamental requirement in increasingly complex, highly regulated and rapidly evolving environments. The Academy plays a vital role in fostering confidence that the people and organisations delivering accredited services have the knowledge, skills and understanding required to operate effectively.

This is particularly important in critical areas such as healthcare, digital forensics, product safety and artificial intelligence. Here, competence has a direct impact on outcomes and is relied upon by government, regulators and consumers. By helping conformity assessment bodies build capability, adapt to change and embed best practice, the Academy is supporting their long-term success, resilience and ability to deliver with confidence.

The work of the Academy is central to delivering UKAS's public interest mission. Competent and trusted conformity assessment supports resilient supply chains, reliable healthcare services, consumer confidence in new and emerging technologies and the effective functioning of markets. By developing the capability that underpins these outcomes, the Academy helps strengthen the foundations upon which economic resilience and growth depend.

"The UKAS Academy has evolved beyond its traditional role as a training provider, becoming an increasingly important enabler of UKAS's wider mission."

Looking ahead, our focus remains on scaling this impact. Through continued digital transformation, the expansion of sector-specific capability programmes and the development of new services, we will continue to strengthen the support available to the conformity assessment community. This step change in our offering will be underpinned by a new Academy Advisory Group; bringing together external stakeholders to shape the services we provide, ensuring they remain relevant, responsive and aligned to the evolving needs of government, industry and consumers.

Our ambition is not simply to grow the Academy, but to establish it as a recognised leader in assurance capability development, delivering value across the economy. By building capability at every level, the Academy is helping to strengthen UKAS's services, reinforce trust and support the long-term resilience and sustainability of the markets we serve.

Group strategic report

For the year ended 31 March 2026

The principal activity of the Group in the year under review was that of being the UK's 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, Innovation, Science and Trade (BIST) to use and confer the national accreditation symbols (formerly national accreditation marks) which symbolise government recognition of the accreditation process.

Business review

The results for the Group are set out on page 58. These financial statements reflect the trading activities and results of both United Kingdom Accreditation Service (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 the healthcare, forensic science, construction, sustainability, environment, food/agriculture and

artificial intelligence/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 2026, 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 a readiness 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 reverberations of 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. The Group continued to invest heavily in talent retention and acquisition and managed to grow its resources, including in more niche technical areas and continued to add a range of e-learning courses and free webinars that are designed to demystify the journey to and promote the value of accreditation, and digitalisation.

UKAS will continue to safeguard trust in accredited products and services by embedding technical and operational excellence in its accreditation services and strengthening business resilience, focusing on technical coordination and leadership and seeking to deepen its impact and expand its reach in close collaboration with its stakeholders.

UKAS recognises the transformative impact of artificial intelligence and the disruption it brings to traditional assurance models and plans to play a critical role in supporting its customers through this transition, providing clear guidance on the safe, responsible, and consistent adoption of AI within accredited activities, ensuring that trust, competence and integrity remain at the heart of accreditation in an increasingly digital landscape.

In addition, UKAS will continue to leverage technology to safeguard the value of accreditation, using digital verification of accredited credentials to protect its integrity and uphold its worth. To that end, the Group made substantial progress in the digitalisation of UKAS's accreditation schedules, introducing standardised terms to describe accreditation scopes and thereby enhancing the consistency of public searches for accredited services. This development will enable customers to share their machine-readable accredited credentials digitally, including via a QR code that may be downloaded from the UKAS website or accessed by scanning the PDF version of their accreditation schedules, positioning UKAS ahead of other accreditation bodies.

Group strategic report

For the year ended 31 March 2026

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 which 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 £2,813,979 (2025: £2,386,846) and a gross margin of 39.5% (2025: 40.3%).

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 2.9 times (2025: 2.7 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 March 2026, the company delivered 37,181 (2025: 36,787) assessment days.

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

In the decisions taken during the year ended 31 March 2026, 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 20th July, 2026 and signed on its behalf.

Matthew Gantley

Matthew Gantley
Chief Executive Officer

£2,813,979

Operating profit
(2025: £2,386,846)

39.5%

Gross margin
(2025: 40.3%)

Directors' report

For the year ended 31 March 2026

The Directors present their report and the financial statements for the year ended 31 March 2026.

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 £4,419,331 (2025 - £3,452,844). As the company is non-profit distributing, the Directors do not propose a dividend (2025 - £Nil).

Directors' report

The Directors who served during the year were:



Professor Michael Mainelli
UKAS Chair



Philip Rycroft
Non-Executive Director



Lord Jamie Lindsay
Non-Executive Director



Emma Clancy
Non-Executive Director
(appointed 14 October 2025)



Matthew Gantley
Chief Executive



Michael Belton
Non-Executive Director
(appointed 14 October 2025,
resigned 7 July 2026)



Sarah Veale
Senior Independent Director



Lorraine Turner
Accreditation Director
(resigned 5 July 2025)



Georgia Alsop
Chief Finance & Digitalisation
Officer and Deputy CEO



Dr Jeffery Llewellyn
Non-Executive Director
(resigned 14 October 2025)



Lynsey Poyner
Chief Operations Officer



Professor Adrian Charles Newland
Non-Executive Director
(resigned 14 October 2025)



Richard Collin
Executive Director – External Affairs

Directors' report

Future developments

In February 2026 the Board approved the UKAS Strategic Review and updated Purpose, Vision, Mission and Values as well as the strategic pillars which identify, at a high level the key areas of focus for the business.

These six strategic pillars are:

- Purpose-Driven Growth: UKAS will expand its reach, deepen its impact, and ensure accreditation continues to safeguard trust in conformity assessment.
- Technical Excellence & Business Resilience: UKAS will maintain credibility and confidence as the National Accreditation Body by embedding technical excellence in its systems and skills.
- Agility & Innovation: UKAS will adapt quickly, seizing opportunities to meet evolving market needs and ensure continued relevance for customers, stakeholders, and society; UKAS will expand its reach and, deepen its impact through purpose-driven growth, and ensure accreditation continues to safeguard trust in conformity assessment.
- Operational Excellence & Customer Service: UKAS will deliver outstanding customer experience through a focus on service excellence and continual improvement.
- People and Planet: UKAS will fulfil its public service mission through talented individuals working in a supportive environment, prioritising wellbeing and contributing to sustainability.
- Recognition & Engagement: UKAS will foster collaboration with stakeholders and promote mutual recognition of UKAS accredited assessments to support economic growth and international trade.

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

Key strategic objectives	
Relating to Technical Excellence & Business Resilience	• Strengthen technical governance through knowledge sharing and effective leadership and management of technical committees. • Drive technical rigour and consistency by operating a dynamic technical framework and by embedding comprehensive risk-based internal audit, scheme integrity, technical assessor competence and decision-making monitoring programmes. • Strengthen quality incident and complaints management through rapid triaging and robust root cause analysis. • Strengthen business resilience by continuing to invest in system and portal security, developing scenario-based incident response plans to ensure continuity of critical services, through tested controls and insights from third-party assessments.
Relating to Agility & Innovation	• Digitalise the end-to-end accreditation journey through a robust, insight-driven portal ecosystem that monitors quality-risk metrics and strengthens assessment quality. • Strengthen trust through digital accreditation credentials by delivering fully digitised, machine-readable accreditation schedules, and enhancing certification transparency through expanded authentication via the UKAS CertCheck database. • Deploy AI safely at scale to automate high-volume accreditation work while preserving human input and oversight. • Build an integrated data and CRM backbone that enables growth, customer account management, and evidence-based decisions.

Directors' report

Key strategic objectives

Relating to Operational Excellence & Customer Service

- Improve productivity by streamlining service delivery, with more administrative support from central administration teams and better job design to support work-life balance.
- Enhance customer service by creating more opportunities for talent development within the customer service team and through a consistent end-to-end customer journey, from initial enquiry through to ongoing accreditation.
- Strengthen our assessment programmes through AI-enabled planning and reporting as well as tighter monitoring and better profiling of assessments, reducing overdue visits and improving reporting consistency and turnaround times.
- Use data more effectively to monitor performance, combining operational metrics with service quality and customer feedback.
- Build technical expertise through strengthened specialist roles and structured knowledge management, supported by active oversight from senior leadership.

Relating to Recognition & Engagement

- Strengthen trusted relationships with government and regulators across the UK and devolved administrations, positioning UKAS as a default partner for policy delivery.
- Enhance stakeholder governance and engagement to better convert insight into influence and provide early visibility of risks and opportunities.
- Establish a clear, evidence-based narrative for UKAS and accreditation, consistently communicated across all external channels.
- Internationally, protect and extend recognition through MLA/MRA arrangements, while strengthening the UK's influence in global accreditation governance.
- Develop strategic partnerships with National Accreditation Bodies in key markets to expand reach and growth opportunities, including for the UKAS Academy and advisory services.
- Leverage our international network to improve market access, reduce technical barriers to trade, and support UK soft power, with aligned commercial and advisory plans where appropriate.
- Explore broader National Quality Infrastructure and TIC initiatives, including the potential creation of a UKAS Foundation or similar body to improve trust mechanisms and support trust in the accreditation ecosystem.

Directors' report

Key strategic objectives

Relating to People and Planet

- Build a high-performing and future-ready organisation by strengthening the capability, engagement and wellbeing of our people, while embedding sustainable and responsible HR and resource planning practices.
- Modernise our performance and reward frameworks, develop a diverse talent pipeline, and professionalise capability-building to ensure technical depth, leadership strength and resilience required for long-term success.
- Our culture will foster inclusion, psychological safety and wellbeing, supported by meaningful engagement and evidence-based workforce planning.
- Through data-led HR, robust governance and environmentally conscious ways of working, create a sustainable workplace that attracts, retains and empowers talent to deliver our strategic ambitions.
- Implement a forward looking approach to recruitment and succession, supported by multi-year workforce planning, strengthened talent acquisition and industry engagement. Roles will be designed to meet the needs of a changing workforce, with innovative approaches to attract and broaden specialist talent pools.
- Capability-building will be enhanced through structured onboarding, clear development pathways and a strong focus on leadership effectiveness.
- Our Talent and HR function will be data driven, underpinned by robust policies and governance aligned to evolving market trends.

Related to Purpose-Driven Growth

- UKAS Academy will become a leading global digital training provider for TIC professionals, offering scalable, digital-first learning from entry-level to advanced. Supported by strong commercial delivery, digital enablement and account engagement, it will deliver clear professional pathways and set the standard for competence by 2029.
- Deliver integrated assurance solutions – combining accreditation and digital insight – to support government and scheme owners in informed, outcome-focused decision-making across core, digital and sustainability markets.
- Strengthen product and service development through evidence-led insight, disciplined prioritisation and rapid delivery cycles.
- Embed a joined-up commercial model with strong key account management, pipeline discipline and clear forecasting.
- Execute sector-focused go-to-market plans that convert growth priorities into measurable impact.
- Provide a globally competitive sustainability offering for scheme owners, government and regulators, with a broad presence in growth markets.
- Deliver leading digital assurance solutions, with strong market positioning and continued leadership through the AIQI Consortium and AI Standards Hub.

Directors' report

Stakeholder engagement

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, including through a broad annual Policy Advisory Forum and delegated Policy Advisory Council, which 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 safeguard public trust in conformity assessment. As such, examples of UKAS's engagement with its key stakeholders including UKAS members, government and regulators, employees, contractors, pensioners, consumers, suppliers, standards development organisations, other accreditation bodies, professional bodies and academia and labour and environmental organisations can be found throughout our Annual Report.

Examples of our key engagement activities in 2026 include:

Key stakeholder or stakeholder concern	Key engagements	Further information
Employee engagement and belonging	- UKAS places a strong emphasis on employee engagement and is committed to regular and transparent communication with its employees and their representatives on all matters that affect them. These include sharing insights on financial and economic factors affecting the Company's performance, and encouraging employee involvement in the Company's overall success, including health and safety. Underpinning this approach are our values, which promote integrity, respect, a culture of belonging and inclusion where everyone feels welcomed, able to speak up, connected and treated with respect. - UKAS communicates and engages with its workforce, including its pool of independent contracted assessors, through a range of channels that combine in-person, virtual and digital communication. In 2026, the Executive and Non-Executive Directors connected regularly with the wider workforce, through technology-enabled forums as well as in person during the UKAS Leadership Conference. These interactions provided opportunities to share important updates on policies and initiatives, insights and best practices, celebrate success through employee awards and promote a culture of belonging and inclusion through cross-functional team building activities. They also created important channels for listening and feedback, ensuring employee voices are heard and valued. - The effectiveness of these strategies is tracked through our employee engagement survey. Throughout 2025, employee morale remained high, with 80% of employees who responded to our survey giving positive responses to questions around morale.	

Directors' report

Key stakeholder or stakeholder concern	Key engagements	Further information
Employee health, safety, wellbeing and work life balance	• UKAS supports employee wellbeing and work-life balance by ensuring employees have access to the appropriate tools and clear information on health and safety and organisational policies, alongside employee benefits and flexible working patterns. • Managers are provided with training and guidance on leading remote and hybrid teams effectively, promoting psychological safety and supporting employees, as well as managing neurodiversity, 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 who are trained to signpost employees to the employee assistance programmes that are available to them. We also have an inclusive communications guide as a tool to support employees. • We have introduced new benefits, such as access to flexible dental care plans at corporate rates and a carer support service that helps employees who are caring for loved ones, to find the right services and navigate often complex systems. We continue to support employee development, including contributing towards professional subscriptions and dedicated time for professional development. • Our Social Committee spearheaded a number of social and team-building events, which enable employees to keep connected, and our Human Resources team coordinated workshops on diet plans, nutrition & hydration, women's health, including menopause, men's mental health and neurodiversity, supporting our agenda on promoting awareness and providing guidance on how to identify and support our colleagues as required.	

Directors' report

Key stakeholder or stakeholder concern	Key engagements	Further information
Equity, diversity and inclusion	• The Group believes that equity, diversity and inclusion enable 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, one where everyone feels able to participate and achieve their potential, irrespective of gender, sexual orientation, background, ethnicity or disability. We endeavour to treat individuals with fairness, including in relation to job applications, pay, training, promotion and talent development. • The Board receives an overview of diversity and inclusion at UKAS, and continues to share its Equity, Diversity and Inclusion (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. • UKAS’s Belonging Employee Resource Group “BRIDGE” helps champion inclusion at UKAS. During 2025, the vast majority of UKAS employees participated in training on sexual harassment, including training for leaders, ensuring that leaders understand their safeguarding role in creating an inclusive and safe working environment. • This training has been further cascaded to the Group’s pool of contracted assessors to ensure alignment in all our behaviours and professionalism. • National Inclusion Week is seen as an opportunity every year to remind everyone of the work accomplished across the organisation to further our commitment as an employer.	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 and 2026, the Scheme awarded discretionary increases of 10% for benefits accrued from 2003 to 31 March 2024 and 8% for benefits accrued from 2003 to 31 March 2025. In addition, in 2025 and 2026 the Scheme awarded an above inflation increase of 7% and 4.2% respectively to pensions in payment.	

Directors' report

Key stakeholder or stakeholder concern	Key engagements	Further information
The UK government	• UKAS has worked closely with the government in line with the priorities set by the Department for Business, Innovation, Science and Trade (BIST). This has included work relating to the reform of the construction product regime, supporting the use of accredited conformity assessment across the built environment sector wherever appropriate and in the public interest. UKAS has also supported government's international trade programme, positioning accreditation as a tool to reduce barriers to trade and support business growth, particularly in the context of the UK-EU trading relationship. • Additionally, UKAS has supported government's work on assurance for artificial intelligence and emerging technologies, supporting publications such as the Digital Standards Strategy and the trusted third-party AI assurance roadmap. • In parallel, UKAS continues to work with BIST 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 through conformity assessment.	
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 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 UKAS Policy Advisory Forum (PAF) represents over 60 stakeholders and is represented by a smaller Policy Advisory Council (PAC) which advises the UKAS Board on the more detailed aspects of stakeholder feedback on UKAS policy, particularly on questions relating to the safeguarding of impartiality. • During 2026, UKAS will reinvigorate the PAF and PAC structures to meet UKAS's stakeholder engagement needs in the most effective possible way.	Further information can be found in the Policy Advisory Forum and Policy Advisory Council Chair's report.

Directors' report

Key stakeholder or stakeholder concern	Key engagements	Further information
Sustainability	Enabling businesses to achieve best practice in sustainability is the focus of many of the areas that UKAS accredits which include 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 BIST, ISEAL and ISEP. UKAS continues to adopt a blended approach to assessing, and promotes greater use of remote 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 and 2025, 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.

Directors' report

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 was 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 staff who are contracted to work from the office the option of working from home for up to two days per week.

24.21

2026 UK energy use - Scope 2 indirect emissions Tonnes CO₂ (2025: 29.21)

1,211.14

2026 Greenhouse gas emissions relating to business travel - Scope 3 other indirect emissions Tonnes CO₂ (2025: 1,430.71)

37,181

2026 assessment days delivered (2025: 36,787)

0.033

2026 Intensity ratio - Emissions per assessment days delivered (2025: 0.040)

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 are Directors at the time when this Directors' report is approved has confirmed that:

- so far as the Director is aware, there is no relevant audit information of which the Company and the Group's auditors are unaware, and
- the Director has 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.

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 on 20th July, 2026 and signed on its behalf.

Matthew Gantley

Matthew Gantley
Chief Executive Officer

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 2026, which comprise the Consolidated statement of comprehensive income, the Consolidated analysis of net debt, 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 2026 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.

Independent Auditors' 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.

Responsibilities of directors

As explained more fully in the Directors' responsibilities statement set out on page 42, 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,

Independent Auditors' report

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.

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

1 The Green
Richmond
Surrey
TW9 1PL

Date: 27th July, 2026

Chief Finance & Digitalisation Officer and Deputy CEO report

By Georgia Alsop
UKAS Chief Finance &
Digitalisation Officer and Deputy CEO



2026 was another year of robust financial performance, allowing further investment in digitalising and improving our services.

Group operating profit increased 17.9% to £2.8m in 2026, up from £2.4m last year, due to delivering more assessment days and higher investment gains from our marketable assets.

Group turnover increased to £49.8m in 2026, up from £48.1m in the previous year. This reflected price increases and a modest rise in assessment days delivered. UKAS completed 37,181 assessment days, compared with 36,787 last year. Growth was constrained by resourcing challenges in engineering and construction; however, these have since been addressed through successful recruitment into specialist roles and continued investment in training and inducting new colleagues.

UKAS continued to invest in its people and key infrastructure projects and is in the final stages of implementing its digital customer accreditation schedule. Digitalisation investment remains focused on improving insight from assessments by standardising and structuring data on non-conformances and customer accreditation scopes. This will strengthen the technical rigour of assessments and, over time, enable UKAS to share richer insights with customers and key stakeholders.

Group administrative expenses of £17.4m were 0.9% up compared to the previous year, reflecting higher employee costs as a result of our continued investment in improving technical rigour and external engagement.

Net assets of £63.0m included a £44.3m 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. 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 third year running. The Group aims to hold three months turnover as reserves and as of 31 March 2026 remained strong with a current asset ratio of 2.9 times to short-term creditors.

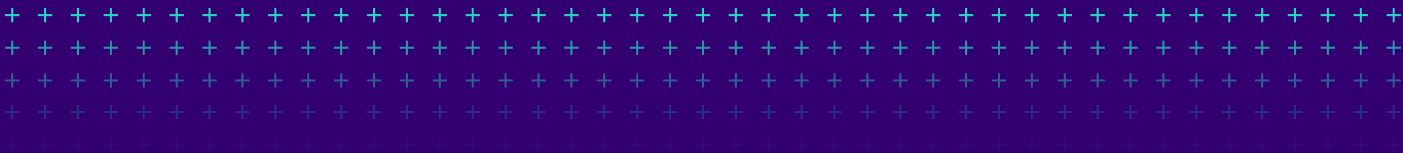
Going forward UKAS will continue to invest in the digitalisation of its services, creating new ways for collaborating with its customers to enhance services, drive efficiency and deliver value to customers.

£2.8m

Group operating profit for 2026

£49.8m

Group turnover for 2026



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