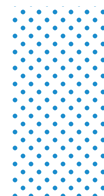
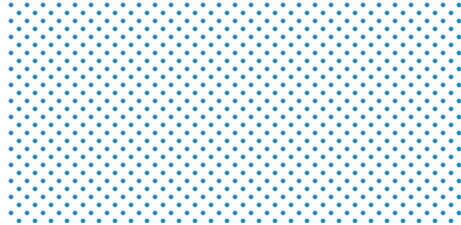




ECITB GRANTS CONSULTATION SUMMARY OF RESULTS

July 2018





Introduction

Following the Government's review into the Industrial Training Boards, which was published in November 2017, the ECITB undertook a review into grant policy and the process for claiming and receiving grants. As part of the review, we launched a consultation in February 2018 on our grants system and how to improve it. The consultation was sent to a wide range of stakeholders including in-scope companies, trade associations and training providers. We received 233 responses to the consultation, and in addition, feedback was obtained at a series of regional workshops held with employers.

The feedback from this consultation will directly inform our review of grants policy and any subsequent changes that we make.

Methodology

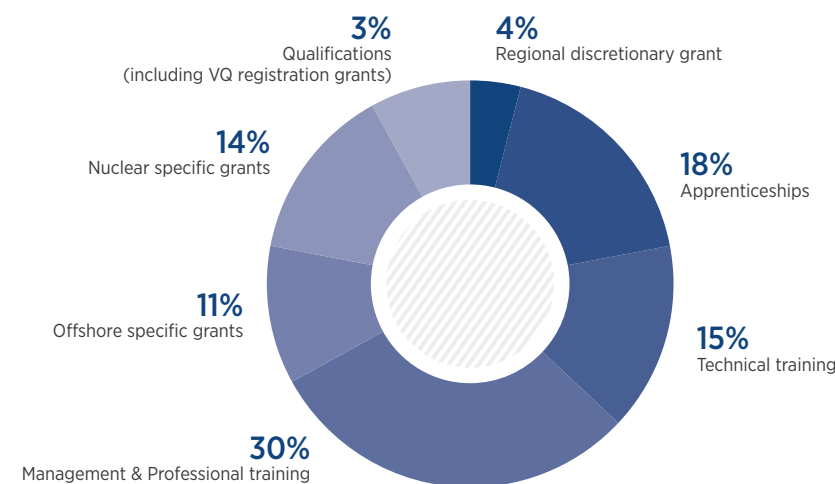
The consultation consisted of 22 questions, which can be found in **Appendix 1**. The questions were divided up into 5 sections. The first section, consisting of 6 questions, profiled respondents. We asked if respondents were in-scope to the ECITB, if they use the ECITB's grants and which sectors and regions they operate in. In the second and third sections we asked if the ECITB's current grant support met employer needs, and sought feedback on the current grant application and payment process. The last two sections focused on the future of ECITB grant support.

The consultation could be responded to by filling in a physical copy and submitting it to the ECITB's Policy and Corporate Affairs Department, or via SurveyMonkey, an online survey platform.

Respondents were asked a mix of quantitative and qualitative questions. Quantitative questions were analysed using SurveyMonkey's statistical tools and Excel. Where qualitative questions were asked, we have summarised the feedback received. In several instances, we have coded qualitative responses and calculated percentages where possible to aid analysis.

In addition ECITB regional staff held workshops and meetings with in-scope companies to elicit information on how the ECITB grants policy works in practice and feedback on how to improve the process. Workshops were held during the same period as the grant consultation was open and ECITB staff summarised the information collected. Feedback collected has been included throughout this report.

Overview of current grant expenditure



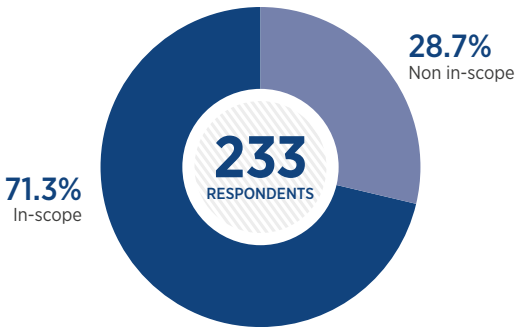
The above chart shows a breakdown of ECITB grant expenditure over 2016-2017. Total grant expenditure in this period was **£55 million**. In this period **18%** of the ECITB’s grant expenditure supported apprenticeships, a lower figure than the historical average due to the economic downturn in many sectors of the ECI. In the same period **15%** of grant expenditure was allocated to technical skills training and **30%** on management & professional skills training – the latter has been due to the high demand for training support relating to project management, graduate training and CPD for engineers in several sectors including offshore oil and gas and in Engineering Design and Procurement (EDP) **14%** of our grant expenditure was spent on nuclear sector specific training and **11%** was spent on offshore specific training. Note that neither offshore specific training nor nuclear specific training constitutes total expenditure for these sectors.

Profile of respondents

This consultation asked 6 questions to profile the respondents based on which sector of the ECI they operate in, which regions of the country they work in, the size of the company, if they are in-scope to the ECITB and their use of grant support.

In-scope to the ECITB

Out of the **233** responses, **71.3%** stated they were from in-scope employers and **28.7%** were not. Respondents that were not in-scope to the ECITB included training providers (**22.9%**), colleges (**18%**), LEPs (**6.5%**), trade associations (**4.9%**), training consultancies (**3.2%**) and recruitment agencies (**1.6%**). Most of the remaining respondents were other companies operating within the ECI (**37.7%**). Further analysis revealed that a majority of the companies that marked themselves as a ‘non in-scope’ employer actually were in-scope to the ECITB possibly due to confusion between what being an “in-scope” employer means, as compared to being an ECITB levy payer.¹

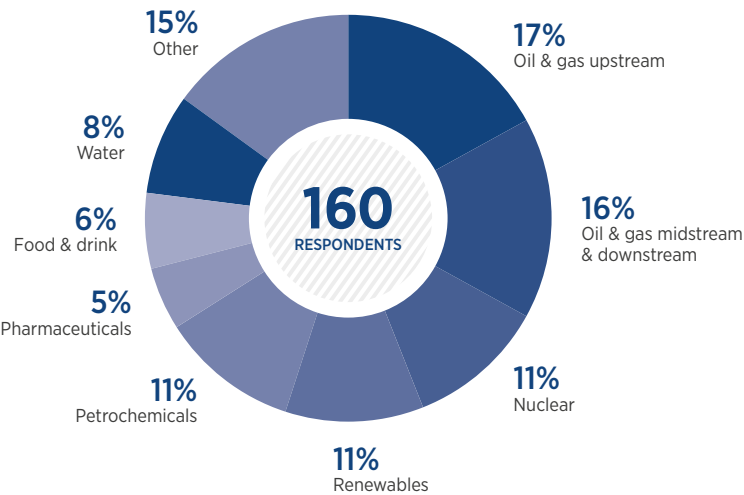


¹ An ‘in-scope employer’ is a business establishment that falls under the scope of the ECITB as set out in the 1991 Industrial Training Order. A ‘levy paying employer’ is an in-scope establishment that is required to pay the industrial training levy collected by the ECITB subject to the relevant thresholds.

Chart 1
2016-17 Grant expenditure

Sector

Chart 3
Respondents by sector of the ECI

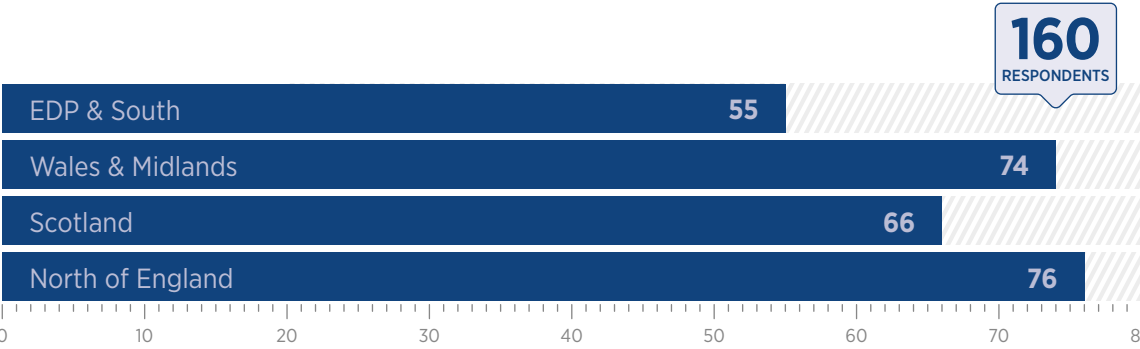


Respondents answering on behalf of an in-scope establishment were asked which sector their company primarily operates in. Approximately **33%** of responses selected oil and gas (upstream, midstream and downstream). **11%** selected renewables and nuclear respectively. A further **11%** of respondents selected petrochemical, **8%** water and waste treatment, **6%** food and drink and **5%** pharmaceuticals. The **15%** of respondents who answered ‘other’ were primarily companies providing steel erecting, electrical engineering and other specialised engineering construction services.

Regions

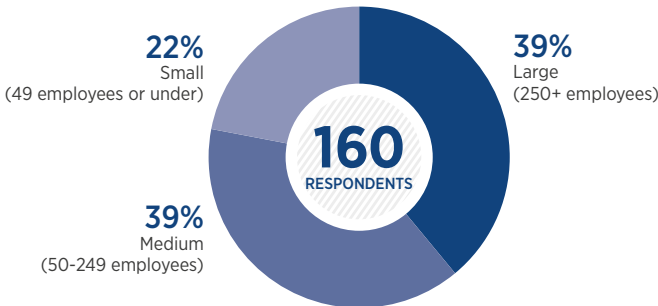
Respondents were asked which regions of Great Britain they operate in, of which they could select multiple options. Responses were fairly evenly split across Great Britain with many stating they operate across more than one region. The North had the highest number of respondents with **76** companies. They were followed by Wales, the Midlands and East Anglia, with **74** companies, Scotland with **66** companies and the South & EDP with **55** companies operating in the region.

Chart 4
Which regions do you operate in?



Size of responding firms

Chart 5
Size of firms



SMEs (defined as companies employing up to **249** employees) accounted for **61%** of respondents. The remaining respondents, **39%**, classified themselves as larger businesses.

Job titles

The titles of respondents were diverse and can be broken down into four main categories:

- **Executive** (including CEOs, directors and MDs) which comprised **25.1%** of respondents
- **Training** (staff working in training and development) - **18.1%**
- **Human Resources** **19%**, and **Administrative** - **8.8%**.
- The remaining **28.8%** worked in various other positions, from heads of engineering departments at colleges to business development managers.

Access to and use of ECITB grant support

Question 7 asked if respondents had used grant support in the past 12 months. Out of the **158** respondents who answered the question, **89.9%** answered that they had used ECITB grant support within the past 12 months. Analysis on grant support by size of in-scope employers found that more large firms had used grant support compared to SMEs, **93.3%** of large firms compared to **80.5%** of small firms told us they had accessed ECITB grant support in the 12 months prior to responding to our consultation.

In **Question 8** respondents were asked about the purpose of the grants they had accessed. Respondents could select multiple options. The most common use of grant was safety training, with almost **93%** of respondents stating they had used grants for this purpose. The second most common reason given was “training as a contractual obligation” and training to improve “craft/technician skills” at **80%** and **79%** respectively. A significant majority of companies also used grant to support supervisory training (**66%**), apprenticeships (**64%**) and higher education and graduate training (**62%**). Respondents who answered they had used grants for “Other” reasons told us they used it for fabric maintenance training, management training, training for plant licences as well as commercial awareness.

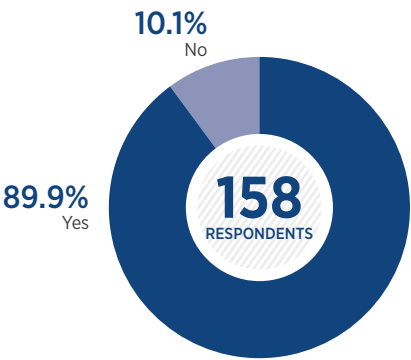
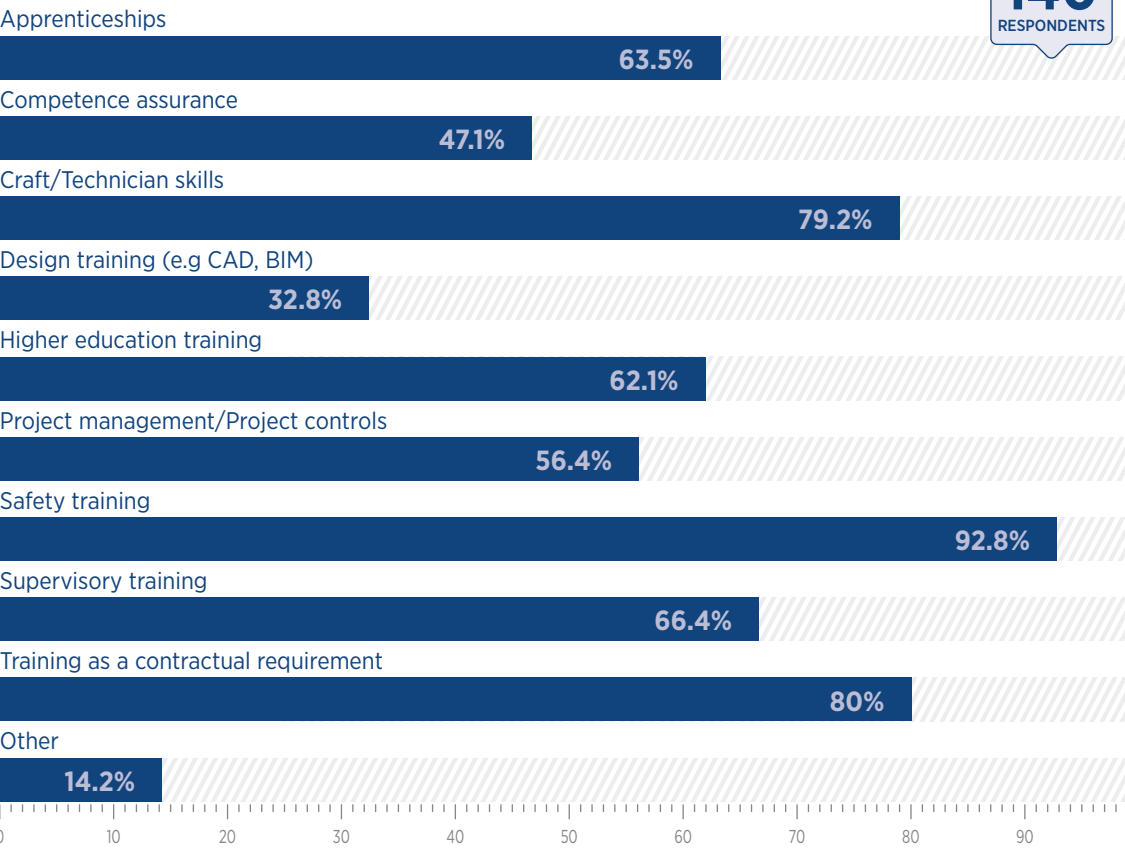


Chart 6

Has your company accessed ECITB grant support in the last 12 months?

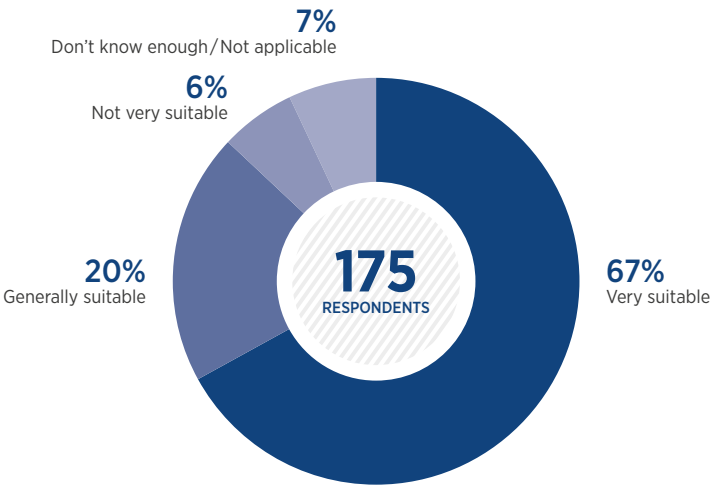
Chart 7

For what purpose was the grant?

Suitability of ECITB grants

Chart 8

How suitable are the current ECITB grants to meeting employer needs?



Respondents were asked how suitable the current grants are in meeting employer needs. **67%** of respondents indicated that grants were very suitable and in addition one-fifth stated they were generally suitable. **6%** of respondents said grants were not suitable and **7%** stated they did not know enough to answer the question or that the question was not applicable to them.

Ease of applying for and receiving ECITB grants

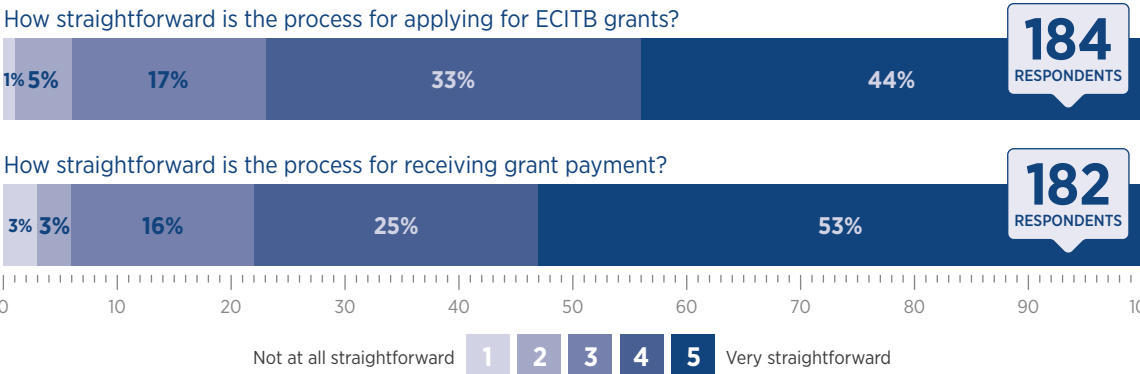
Respondents were asked to rate the grant application process from 1 to 5, with 1 indicating not at all straightforward and 5 indicating very straightforward. **77%** of respondents answered either 4 or 5, indicating that the process is straightforward. When asked about the process for receiving grant payments, some **78.4%** of respondents ranked this question either a 4 or a 5, which suggests the process is straightforward for most employers.

Analysing responses by size of firms, **79%** of SMEs who have applied for a grant ranked the process either a 4 or 5, compared to **73%** of larger firms. When asked about the ease of receiving grant payment, **81%** of SMEs ranked the process for receiving a grant as either a 4 or 5 compared to **76%** of larger firms. Respondents were not ask to explain their reasoning, however it is possible that SMEs are more likely to view the grant application and payment processes to be straightforward for the following reasons:

- At SMEs it is often a more senior member of staff who handles the relationship with the ECITB and puts in the grant request. In larger companies the individual who puts in requests for grants tends to be someone more junior, and when they move on from their roles institutional memory on ECITB grant support and how to apply for it may be lost.
- SMEs make better use of the ECITB account managers than larger companies. Account managers guide SMEs through the process so they understand it better.
- Larger companies put in larger and bulk grant requests more often and therefore it is a greater administrative burden for them.
- Larger companies are also more likely to have internal systems that are automated and therefore might view the ECITB’s old, paper based system, as an administrative burden.

Chart 9

Ease of applying for and receiving ECITB Grants



In **question 15**, respondents (of all sizes) were asked how they would improve the process for applying and receiving grants. The following themes were mentioned by a number of respondents:

- **An online portal** – The most common suggestion was the need for the ECITB to implement a digital system for the administration of grants. In March 2018, the ECITB rolled out a new Member Services Portal (MSP), which is an online system for in-scope companies where they can apply for grants, track their applications and, over time, monitor their levy spend. Many of the respondents who already accessed the portal told us they find it easy to use and a great improvement.
- **Time** – Some respondents stated that the period between applying and receiving grants takes too long. Payment is subject to the ECITB receiving evidence that the training has been carried out. However, once the MSP system is fully operational the length of time between applying and receiving grants should be shorter.
- **Increased awareness** – Respondents to the grants consultation, as well as attendees at the regional workshops, stated that the ECITB should invest more resource in informing in-scope companies what training grants are available and how to apply for them.

Areas of training supported by grant

Question 9 asked respondents to tell us which areas of training are most important to their business. Grant support for apprenticeships ranked the highest, with **32%** of respondents saying it was the single most important area of grant supported training, while **54%** of respondents ranked grant support for apprenticeships in the top 3. Apprenticeships were followed by supervisory training, placed in the top 3 by **37.9%** of respondents, and higher education/graduate training, ranked in the top 3 by **41%** of respondents.² Table 1 ranks each of the areas of training according to an overall score as well as the percentage of employers selecting each in their three most important areas of grant supported training.

Respondents selecting the “Other” category mentioned training to develop soft skills, commercial awareness training and business specific software training, such as Solidworks and Ansys. Several respondents also suggested areas that are currently not grant supported by ECITB, such as mental health awareness and diversity and inclusion training.

| Weighted Ranking | Area | Top 3 |
|------------------|--|-------|
| 1 | Apprenticeships | 54% |
| 2 | Supervisory training | 37.9% |
| 3 | Higher Education / Graduate Training | 41% |
| 4 | Project Management / Project Controls | 33% |
| 5 | Safety Training (including Behavioural Safety / Human Factors) | 31.3% |
| 6 | Craft / Technician Skills (e.g. Mechanical Joint Integrity, NDT) | 26.2% |
| 7 | Training as a Contractual Requirement (e.g. Work Access, Confined Space) | 22.9% |
| 8 | Design Training (e.g. CAD, BIM) | 16.8% |
| 9 | Competence Assurance (VQs, Technical Tests) | 14.9% |
| 10 | Other - Please describe in box below (Question 10) | 15.2% |

² The scoring given to the areas of training is weighted. A higher number of respondents gave the “Higher Education/Graduate Training” option a lower rank than “Supervisory training”. This means Higher Education received an overall lower weighted score than supervisory training, even if a higher number of respondents listed it in their top 3 priorities compared to supervisory training.

Areas of training not currently supported or only available through a discretionary grant

Question 19 asked respondents to identify any training activities that the ECITB should consider funding in the future which are either currently ineligible for grant support or only available through a discretionary grant.

Just over a third of respondents did not suggest any training activities, which suggests that current grant support meets their needs. Approximately a quarter of respondents who answered this question stated that employers should be able to fund safety training including CCNSG Safety Passport and first aid training for workers through ECITB grants. **8%** stated workers undertaking ISO qualifications should be able to be funded by ECITB grants. Almost **5%** of respondents suggested increased grant support for training for administrative, HR and finance staff.

Other suggestions included leadership training, mentoring/coaching and industry-specific training certification such as construction hydro-testing and welding qualifications. Several of the training areas listed by participants in response to this question are in fact provided for by the current grants system, suggesting that not all of the available grants are understood by employers.

In the regional workshops, employers also stated the following:

- **Subsea training** – currently handled under the Regional Discretionary Grant. Some respondents stated it should form part of the standard grants available.
- **Data and digital** – SMEs have difficulty upskilling staff in both technical and non-technical areas such as Microsoft Office tools and in new laws and regulations such as GDPR.
- **Mental health awareness training** – There is an increasing emphasis on mental health, wellbeing support and stress awareness, and employers state that it is becoming more of a mainstream requirement than it has been in the past. Employers see mental health and wellbeing training as a key enabler to ensuring continued productivity in team environments.
- **English and Maths** – some SMEs stated the ECITB grant system could support apprentices obtaining the requisite English and maths qualifications for an apprenticeship. Grants paid by the ECITB in respect to apprentices are to help with employment costs and not training, which is funded through the apprenticeship levy in England, with the Education and Skills Funding Agency (ESFA) providing funding for English and maths training. The Scottish and Welsh governments fund apprenticeship training in their respective nations.
- **Safety cards** – some non-ECITB site safety training is funded by RDG while others are not. Some respondents suggested the system could be simplified.
- **Commercial awareness** – seen as a growing need, particularly in the EDP community where engineers are taking on more multi-skilled roles.

Major skills challenges faced by the ECI

Question 16 asked respondents about the major skills challenges facing their businesses and the industry. There was no clear consensus as to what skills challenges are predominant; a summary of the main themes to emerge from the responses follows.

- **Changing Technology** – Companies find it difficult to upskill staff, especially senior staff, in newer technologies. Employers specifically state difficulties in empowering the workforce to keep up with technological change leading to a lack of knowledge and challenges in upskilling staff.
- **Project Management** – Respondents stated that project management skills are scarce and without funding they would not be able to upskill staff in this area.
- **Transferability of Skills** – The industry, especially the nuclear sector, believes there should be greater focus on equipping staff with transferable skills to plug skills shortages.

- **Workforce demographics** – Several respondents expressed concerns that they will face a shortage of staff in the medium term due to an ageing workforce and engineering construction being seen as a less desirable industry by young people. At one of the regional workshops that was held employers suggested that once the industry picks up and more opportunities become available that will lead to young people becoming interested in ECI apprenticeships again.
- **Graduate retention and recruitment** – One respondent suggested a grant scheme to support the intake of new graduates, which would give employers the reassurance of having some financial contribution towards the initial training and development of these individuals.
- **The decision to leave the EU** – Brexit is causing uncertainty as employers do not know if they will have access to EU workers once the UK leaves. Employers state the need for labour market research by the ECITB with specific consideration of the post-Brexit environment.
- **Upskilling when oil prices increase** – Due to the downturn in oil and gas training and budgets have been constrained. Retraining and upskilling staff as the oil price increases will be an issue for many companies in the sector, with some already reporting skills shortages.
- **Specific skills** – These are the most common specific skills employers say are a challenge to recruit for in their business. This includes welding, digital, big data, leadership and soft skills.

Question 17 asked respondents what technologies and business trends will be most relevant to the ECI and the implications for training and grant support. The response rates to this question was low, with only **48%** of respondents answering. Those that did indicated that the fast changing technological landscape is high up on the industry’s agenda. The most common skills challenges relating to the 4th industrial revolution are the need for employees to learn how to utilise big data, blockchain, artificial intelligence and virtual reality systems.

Several respondents cited a lack of digital skills among the current workforce. Data manipulation, big data awareness and analytics were all mentioned as areas where there is a need to upskill staff. Those responding on behalf of training providers and educational institutions said that new technologies are expensive to introduce into the classroom and that they struggle to keep up with and match industry expectations. Several respondents said they would like to see the ECITB proactively look ahead and work with employers to analyse trends and subsequently tailor training and grant support in response to these changes, something that the ECITB is already doing.

Improving the grants system

Respondents were asked how the ECITB grant system could be improved to better meet the needs of employers and the various sectors within the ECI. Out of the **148** respondents who answered the questions most respondents were happy with the current system and **12.8%** stated so specifically in their responses (note that this question sought qualitative views and respondents were not prompted with options).

11% of respondents explicitly stated they want to see increased communication from the ECITB as to which grants are available and to whom. Some mentioned they would like to see a better feedback system to enable them to offer input into course development, in particular, around changing technology and on how to improve the grant system in the future. **6%** of respondents stated the ECITB’s Regional Discretionary Grant (RDG) could be improved, while others stated that employers should have more flexibility over what they can spend grant on (such as e-learning, coaching and mentoring) as opposed to relying on RDG for ad-hoc grant requests.

Other themes picked up in responses to this question include:

- **Upskilling & the 4th Industrial Revolution** – Several responses indicated that going forward the ECITB should have a “higher focus on digitalisation” and equipping the workforce with the “relevant IT skills to maximise processes and efficiencies in the workplace utilising new and existing technology.”
- **Digitalising grant payment processes** – consistent with previous questions, respondents expressed support for digitising and automating grant application and payment systems.
- **Sector-specific training** – some respondents suggested ECITB could fund more courses focused on renewables, decommissioning as well as certain niche courses e.g. subsea pipeline training”.
- **Funding rates** – some respondents suggested ECITB funding rates could be made more generous.

- **Strategic programmes** – some respondents explicitly stated the ECITB should focus more on strategic programmes designed to raise skills levels across the industry. The ITEC programme was mentioned as an example.

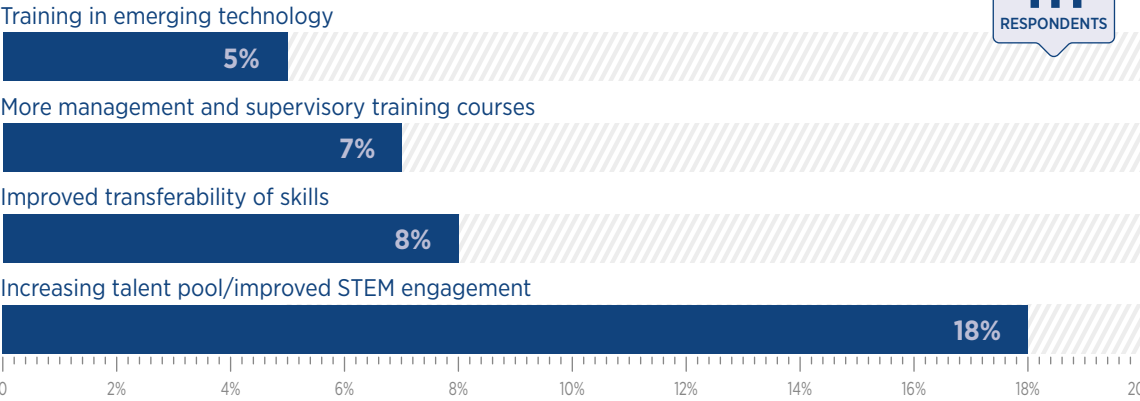
Question 20 asked respondents to identify any other industry-wide skills needs that the ECITB should address through the grant system. Again, this question sought qualitative feedback and respondents were not prompted in their answers with options. Response rates to this question were low with only **48%** of respondents choosing to answer this question. The responses received reflected the breadth of industry sectors and their specific interests and concerns, although a number of clear themes stand out.

Increasing the talent pool was mentioned by almost one in five (**18%**) of respondents; suggestions ranged from improved STEM engagement at primary and secondary school level, to more apprenticeships and courses targeted at preparing new graduates for industry jobs. Other recurrent needs identified included improved transferability of skills (**8%**); additional management and supervisory training courses (**7%**) and training in new/emerging technologies (**5%**). **19%** of respondents told us they did not have any suggestions.

In addition, in-scope companies who attended the workshops told the ECITB that the grant system should seek to provide more parity of support between apprentices and graduates as they work to become billable employees. Others called for a widening of **grant support** to account for the fact that some employers oscillate between being in and out of scope affecting their eligibility to claim grants.

Chart 10

What other industry-wide skills needs should the ECITB grant system seek to address?

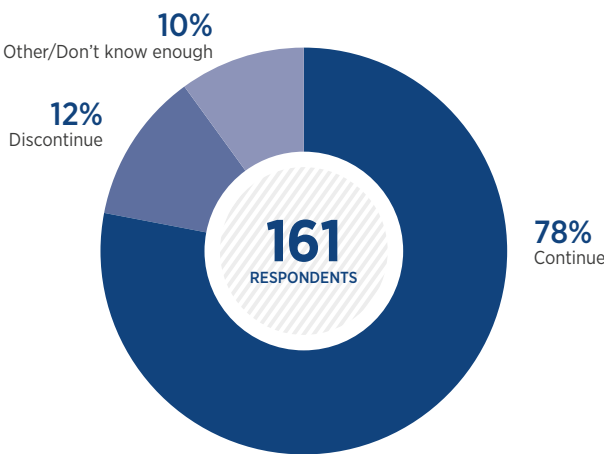


Compliance and license to operate training

Question 18 asked respondents whether the ECITB should continue to support employers with compliance (e.g. the Fit 4 Nuclear and the Triple Bar training which are required to work on nuclear licensed sites) and license to operate training (such as Mobile Elevated Work Platforms and Fork Lift Truck Training).

Chart 11

Should the ECITB continue to support employers with compliance and license to operate training?



78% felt the ECITB should continue to support employers with compliance and license to operate training (LTO). Only **12%** felt that this training should be discontinued. Approximately **10%** of respondents either said they did not feel they knew enough to comment or offered more detailed responses; for example, one ECI business said they felt that “with similar mechanisms operating in NSAN, NCfN, Cogent, EU Skills etc plus Ofsted there is too much compliance auditing”, while another stated “It all depends on what percentage of the budget supports this training, what the company pays in the way of levy contributions and whether this support is at the expense of other training support.”

In the ECITB's regional workshops EDP companies were less concerned about ECITB supporting compliance training. SME employers were, however, strongly of the view that grants should cover this type of training: several stated that while compliance and LTO training would still occur without ECITB grant, the ability to use grant for this purpose enables SMEs to train more staff than they otherwise would. This in turn yields productivity benefits and greater flexibility when deploying staff to sites.

Additional comments

Finally, the consultation asked respondents to list any additional points they wished to make. Less than half of those who took part in the survey answered this question and out of those who answered the question **70%** of respondents suggested they did not have anything further to add. Among those that responded, comments included: assistance to leverage both the ECITB levy and Apprenticeship Levy to their advantage; being able to apply for courses and grants earlier, and support for more online training and learning. Getting a better return on the ECITB levy in line with the amount they pay and a reduced levy rate were also mentioned.

Next steps

The ECITB launched this grant consultation to inform the development of our new grants policy. The Board is now considering the findings in detail and will consider options for amending the existing grants policy by the Autumn. The ECITB's new grant policy will be finalised and published by the end of the year. Any changes to grant policy or changes to the grant rates will be implemented from 2019 onwards, unless otherwise notified.

Meanwhile the ECITB is continuing with the roll-out of our MSP system. At the start of June 2018, **254** (out of **340**) in-scope employers were using the Member Services Portal for core grant operations. The remaining employers will be set up on the system over the coming months.

Appendix 1

Questions asked

SECTION 1: Introduction

- 1 Contact details
- 2 What is your job title?
- 3 Are you responding on behalf of an in-scope employer?
- 4 Which region does your company operate in?
- 5 What is your company's principal sector?
- 6 What is the size of your company?

SECTION 2: Meeting employer needs – current ECITB grant support

- 7 Has your company accessed ECITB grant support in the last 12 months?
- 8 For what purpose was the grant?
- 9 Thinking of the areas of training that the ECITB grant supports, which are the most important to your business?
- 10 If you responded 'Other' to Q9, please describe in the box below
- 11 In general terms, how suitable are the current ECITB grants to meeting employer needs?
- 12 How could ECITB grants better meet the needs of you as an employer and/or the sector you operate in?

SECTION 3: Grant application and payment processes

- 13 How straightforward is the process for applying for ECITB grants?
- 14 How straightforward is the process for receiving grant payment?
- 15 How could the process for applying for grants and receiving grant payment be improved?

SECTION 4: Future grant support

- 16 What are the major skills and training challenges facing your company and the industry more widely?
- 17 What technologies and business trends will be most relevant to the ECI and what are the implications for training and grant support?
- 18 Should the ECITB continue to support employers with compliance and license to operate training?
- 19 Are there any training activities that are either currently ineligible for grant support or only available through a discretionary grant which the ECITB should consider grant funding in the future?
- 20 What other industry-wide skills needs should the ECITB grant system seek to address?

SECTION 5: Other comments

- 21 Are there any other points you would like the ECITB to consider as part of its review of grant policy?
- 22 Please indicate if you are happy to be contacted by the ECITB for further discussion on future grant policy.

Appendix 2

List of organisations who responded

| A | E | J |
|---|---|---|
| 20/20 Business Insight Able Engineering Acorn Recruitment Advanced Industrial Solutions Aeonian Projects Ltd AGS Steel Erectors Ltd Ainscough Crane Hire Ltd Air Products Aker Solutions Amec Foster Wheeler Nuclear UK Limited (now part of Wood) Anglian Erection Services Limited Apollo Applus RTD Aquaterra Energy Limited Aquila Nuclear Engineering Ltd Arc Fabrications Kings Lynn Ltd Aston University Atkins (Energy businesses) Atlantic Projects Company Auazone | EAGLE Structural Ltd East Midlands Instrument Co.Ltd East of England Energy Group (EEEGR) East Riding College ECIA Edwards Elite Engineering Limited Endotec Engenda Group Engie Fabricom Expedient Training | Jacobs Jacobs Field Services Jacopa Ltd JBD Tritec Ltd Jee Limited Johnston Rigging (Fife) Ltd |
| B | F | K |
| BCECA Bechtel Limited Black Country Consortium Boustead International Heaters Ltd Braddan Structures Limited Bryn Thomas Cranes Ltd Cameron Flow Control Tech. Ltd | Fabricom Oil, Gas and Power Limited Fenelon Storage Tanks Fichtner Consulting Engineers FJ Booth Construction Fluor Limited Franklyn Yates Engineering Limited Furness Engineering and Technology Limited | K Home International Ltd Kirstall |
| C | G | L |
| Cape CATCH Cavendish Nuclear CB&I UK Limited Clyde Bergemann Materials Handling Clydeforth Engineers & Contractors Ltd Coleg Sir Gar Constain CP Engineering CT Steel Site Services Ltd Curzon Clarke Eng. Ltd. | GCGP GDES Genesis Oil and Gas Consultants GEV Group GR Carr (ESSEX) Ltd Grayton Mechanical & Fabrication services | Laker Vent Engineering Limited Ledwood ME Ltd Lodge Cottrell Ltd Lorien Engineering Solutions |
| D | H | M |
| Davey Site Services Ltd Defabs Engineering Limited Doosan Babcock Ltd Dornan Engineering DPSL | HETA Ltd Hi-Line Services Hitachi Zosen Inova Hornbill Engineering Ltd Howden UK Hull Culture and Leisure Ltd Hydratight Hytorc (East) | Magnox Limited Matthew's Hub Mechatherm International Ltd MetTECH MGTS Middlesbrough College MII Engineering Limited Mrs MW Hargreaves MW High Tech Projects UK Ltd |
| | I | N |
| | Industrial Pipework Services InspireIgnite Interface Contracts Ltd IRISNDT Limited ITS Ltd | Neptune Subsea Engineering Ltd NETA Training Trust North Lincolnshire Council Adult Community Learning North Lindsey College Northern Safety Ltd NPTC Group - Neath College Nuclear Decommissioning Authority |
| | | O |
| | | ODE Ltd Offshore Contractors Association OneSubsea UK Ltd Optimus (Aberdeen) Limited Orbis Engineering Services Ovivo |

| P | T |
|---|---|
| PD&MS Group Petrofac Phillips 66 PJD Princo Consultancy Proeon Systems Ltd Provek Ltd Providence Training Ltd Pruce Newman PTF Engineering Ltd PX Group | Technica Ltd Technip E&C Limited Technip UK Ltd (TechnipFMC) The Austin Company of UK Limited The Bradley Group The Engineering College Thyson Technology Ltd Thyssenkrupp IS Oil & Gas Ltd Tidal Lagoon Power TMS International Limited Turbo Machinery Services Ltd |
| R | U |
| R M Berwick Steel Erection R&J Pipework Ltd Redcar & Cleveland College Redhall Jex Regional Learning and Skills Partnership Regional Skills Partnership North Wales Rewards Training (Scotland) Ltd RH Rohrleitungs- und Anlagenbau GmbH Rhyal Engineering Ltd Ritetrak Engineering Rohrtech.SI d.o.o | Uniper Unit Engineers and Constructors ltd University of Hull |
| S | V |
| Saipem Limited Sellafeld Limited Servomac Ltd Setter & Associates Shepley Engineers Ltd Siemens PLC Siemens Power Generation Services Site Service Engineering SMS SPIE UK SSE Enterprise Contracting E&I STATS (UK) Ltd Stopford Projects Stork Straight Line Services Ltd Studley Engineering Ltd Subsea 7 Swagelok Manchester | Valero Energy Ltd Veolia Water Technologies Vogal Group VWS Westgarth Ltd |
| | W |
| | Weir Engineering Services West Suffolk College Whessoe Engineering Ltd Whitland Engineering Ltd Wisbech Electrical Ltd Wood Plc Workers' Educational Association WorleyParsons Services UK Ltd Wright Brothers Industrial Services Ltd WSP |
| | X |
| | Xodus Group |

The logo graphic consists of a large white hexagon in the center, surrounded by a dark red background. Above the hexagon is a dark blue hexagon. To the right of the hexagon is a dark blue shape. At the bottom right, there are two overlapping rectangular areas with diagonal stripes: one with red and dark blue stripes, and another with white and dark blue stripes.

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