

30 March 2026

PAPER CLASSIFICATION: PRIVATE AND CONFIDENTIAL

**Minutes of the Meeting of the
Board of Trustees
held on Thursday, 19 March 2026 at 10:00am
at Savoy Place, London**

Present: Dawn Ohlson (Chair)
Katy Deacon
Warren East
Mark Goudie
Simon Harrison
Simon Hart
Graham Herries
Justina Ho
Sam Hubbard
Ian MacGillivray
Paul Needham
Trudy Norris-Gray
Sam Presley
Andy Rogers
Mamta Singhal

In attendance: Ed Almond (Chief Executive and Secretary)
Toni Allen (Chief Engagement and Growth Officer)
Warren Bath (Operations Director)
Morna Dason-Barber (People Director)
Sara Killingworth (Portfolio and Product Management Director)
Christopher Knibb (Governance and External Engagement Director)
Ben Wylie (Chief Financial Officer)
Fiona Dew (Governance Manager – Engagement)
Evanna Gale (Product Manager – Education and Community) (Item 16 only)
Sandra Godman (Governance Manager – Compliance)
Zaheed Hussein (Group General Counsel)
Karen Joynson (Head of Data Technology and CRM)
Howard Lober (Head of Professional Standards and Excellence) (item 13 only)
Wayne Murphy (Head of IT Services)
Charmaine Scott (Research Manager) (item 14 only)
Mariana Vazquez (Global Networks and Communities Manager) (item 16 only)
Laura Vella (Transformation Manager) (item 6 only)

1. Welcome and Apologies for Absence

The Chair welcomed members to the meeting. Apologies for absence were received from Yewande Akinola.

2. Conflicts of Interest

No conflicts of interest were declared that were relevant to the meeting. Mamta advised that she now sits on the Manufacturing Advisory Panel at Cambridge University.

3. Minutes

3.1. The Minutes of the meetings held on 2 February 2026 (T(26)M1) were approved subject to the following amendment:

3.2. Confidential Minute.

4. Matters Arising

The Board noted a report on matters arising from previous meetings of the Board (T(26)10).

5. Chief Executive and Secretary's Report

5.1. Ed Almond introduced his report (T(26)11), adding an update on interim arrangements for cover of the CTIO role and the process for recruitment.

5.2. Key points include recognition that membership revenue is currently below forecast, possibly reflecting a slight slowing, but potentially due to revenue reporting and recognition processes. Membership retention remains positive.

5.3. Confidential Minute.

5.4. The Board explored the risk on financial sustainability, noting the balance of cutting cost without hampering the ability to grow where priority dictates. The Board asked that this risk be considered by Audit & Risk Process Committee to re-assess the level and need for further controls, alongside a general re-assessment on control measures with a stronger focus on risks related to key product priorities.

5.5. An update was given on the Contact Centre Management Association (CCMA) benchmark, against which the IET has been assessed. The headline outcome is an NPS score of 73.3, greatly above the 53.3 average for similar organisations. This follows implementation of new call management software with an automated three question survey. During the benchmark period, 5,000 calls were captured.

5.6. Confidential Minute.

5.7. It was noted that an equity, diversity and inclusion (EDI) section had been omitted from the CES Report but will be included in future. The launch of the WISE Women in Leadership Development Programme was announced, this being a new product adapted from a successful internal programme.

5.8. In discussion, the Board understood that there is scope for this to be available outside the UK once it is established and explored the arguments for continuing a gender-specific programme where there remains a need to continue driving up the number of women in STEM leadership roles, and where there is demand from employers. The

programme is targeted at new or emerging women leaders, with promotion aimed at both employers and individual members and customers, including the military. The pilot will create testimonials and evidence to drive future marketing.

- 5.9. The IET has recently undertaken its third benchmarking assessment against the EDI Progression Framework, which tracks eight aspects of EDI progression, both internal and in relation to members and customers. The IET scores 3.1 against an average peer group score of 2.4 – classifying it as ‘embedding’ rather than ‘progressing’. Feedback was received from the consultants that the IET is conservative in its assessment.
- 5.10. The IET has launched the IET Disability in Engineering and Technology Report, providing advice to employers in how to support disabled engineers in the workforce. This is available through the website and social media. Similarly to the neurodiversity report, this creates the opportunity to develop toolkits and other resources for employers.
- 5.11. Morna reported the IET staff engagement pulse survey outcomes, with an overall score of 89% from a strong response rate. Given the recent high levels of change this is an excellent result, in particular where measures have improved since it was last completed in 2022.
- 5.12. Confidential Minute.
- 5.13. The Board noted the report.

6. Confidential Minute

7. Confidential Minute

8. Volunteer Transformation Programme (Festival)

- 8.1. Christopher Knibb and Morna Dason-Barber introduced paper T(26)14, reminding the Board that the festival is one of 13 workstreams in the programme.
- 8.2. The festival is scheduled 18-20 September 2026, within which two days are virtual with modules looking at skills, expanding understanding of the IET and roles, networking, and celebrating impact. The final day will be on the Sunday (or other days regionally, where appropriate) with a day of celebration hosted at Savoy Place and coincidental regional events. Online platform providers will be reviewed in coming weeks to make this a truly blended experience. The ‘hold the date’ has been promoted and Board members are encouraged to support the event.
- 8.3. There will be a focus on elements of the event that can be carried forward as a legacy, for example the awards programme.
- 8.4. The Board noted that use of a virtual space can be cost-effectively expanded to the wider membership to increase engagement, e.g. as already done in ‘Member explore’.
- 8.5. The Board welcomed the update.

9. Confidential Minute

10. Governance Structure Review Taskforce Update

- 10.1. Christopher Knibb introduced the update (T(26)16) following the Board's approval of the draft proposals and formation of the taskforce in December. Engagement started on 5 March with Council, and a programme of presentations is ongoing. A survey will be launched to capture individual's responses, and a formal report is expected from Council after it has met to agree one later in March. Research by Design, the agency that conducted the initial research, will be analysing the feedback to avoid the risk of bias.

Minutes 10.2 and 10.3 are confidential

- 10.4. The Board noted the report.

11. Confidential Minute

12. Confidential Minute

13. Confidential Minute

14. Confidential Minute

15. Confidential Minute

16. Confidential Minute

17. Confidential Minute

18. Notice of the Annual General Meeting

- 18.1. Christopher Knibb asked the Board to approve notice of the 2026 AGM (T(26)24).

- 18.2. The Board approved the notice.

19. Clarity on Definition of Suspension

- 19.1. Zaheed Hussein introduced this paper, previously reviewed out of committee, explaining the potential options and reiterating the reason for recommending option one, which is primarily to remove ambiguity and support administration. (Paper T(26)25 refers.)

- 19.2. The Board commented that this approach provides clarity, is a suitably strong sanction (given that it is not lightly applied), and noted the rigorous process prior to it being applied and the reality of whether individuals affected would be likely to continue in membership in future.

- 19.3. In discussion, the difference between expulsion and suspension was clarified – the latter being able to re-apply once spent. It was noted that, whilst this is effectively a suspension of the eligibility for membership, it effectively terminates the current membership at the time of decision.

- 19.4. It was also noted that systems development to deliver something outside of option one would be disproportionate to the number of members managed through this route.

19.5. The Board approved the adoption of option one, as recommended in the paper.

20. Gender Pay Gap Report

The Board noted publication of the 2025 report (T(26)26)

21. Annual Report on Equity, Diversity and Inclusion

The Board noted the 2025 report (T(26)27).

22. Annual Report on Complaints

The Board noted the report (T(26)28).

23. Note on Out of Committee Matters

The Board noted the report (T(26)29).

24. Feedback on the Meeting

24.1. The Board felt it had been a productive and collaborative meeting, agreeing that day-long meetings provide time for effective discussion. The staff team were complimented on the papers, and it was remarked that Trustee comments on Diligent help facilitate discussion.

25. Any Other Business

It was confirmed that the Volunteer Excellence Team were ready to contact individual Trustees regarding PRI training dates.

26. Date of Next Meeting

The next scheduled meeting will be Monday, 11 May 2026 at 8.00am, via virtual meeting.

Minutes Approved:

Date: _____