

INTRODUCTION

- From the first industrial revolution to the fourth, the manufacturing sector has been the UK's economic engine, and its source of innovation, wealth and prosperity. We remain one of the world's top ten manufacturing nations. The manufacturers we represent consistently demonstrate their ingenuity and resilience, providing technological solutions to the biggest societal challenges we face. From healthcare to climate change, clean transport and green energy, manufacturers are providing the solutions. Together our industry is changing, adapting, and transforming to meet the needs of the ever-evolving UK and worldwide economies. A forward-thinking, bold, and versatile sector, manufacturers are engineering the future. In 2021 by backing UK manufacturing and its people, we can strengthen the UK's industrial base, and increase productivity and wealth creation across every region, boosting our economy and helping to deliver the muchneeded levelling up agenda.
- In March 2021 the Government scrapped the Industrial Strategy and supporting Council, replacing it with a new Plan for Growth (the Plan). The new Plan is now being led by HM Treasury, and is widely considered the Government's central economic plan for recovery and growth post-pandemic. It sets out the Government's plans to support economic growth through investment in infrastructure, skills, and innovation. Whilst they are not referred to as 'pillars' these are essentially the Government's three core pillars, replacing the existing

five we saw in the Industrial Strategy. The Government's plans to concentrate on these three pillars to drive growth aims to:

- a. Level up the whole of the UK
- b. Support the transition to net zero
- c. Support the vision for global Britain
- Whilst manufacturers would not disagree with the ambition of the three aims, implementation and delivery of them is the key concern. Despite its flaws the Industrial Strategy provided a holistic strategy, bringing together Industry and Government, to meet shared long-term ambitions. The cross-departmental approach meant societal issues such as the future of work, electrification of travel and clean growth could be tackled properly. Make UK has expressed member frustration over the decision to scrap the Industrial Strategy along with the supporting Council (see Annex).
- On 10th March we received a response from the Department for Business, Energy and Industrial Strategy Secretary of State, Kwasi Kwarteng explaining that "the UK's business and economic environment has changed", adding "we have legislated to end our contribution to climate change by 2050, we're forging a new path outside the European Union and we continue to fight the Covid-19 pandemic". As a result, the new Plan was sold as the path to Build Back Better.

The letter went on to confirm "We will take forward the best elements of the Industrial Strategy within a new framework that responds to the new challenges and opportunities we face. Delivery of ongoing aspects of the 2017 Industrial Strategy will not be abandoned. To fit the world of the 2020s, existing Sector Deals will continue,

and Grand Challenges will evolve to best fit HMG's current priorities". Whilst this offered some comfort to manufacturers, the devil will be in the detail as to how these existing initiatives will work alongside the new Plan. The full response can be read in the Annex.

A REBRANDING EXERCISE OR FUNDAMENTAL CHANGE?

The similarities between the Industrial Strategy and Plan for Growth are striking, begging the question whether the launch of the Plan was just a rebranding exercise. Below shows a comparison of the core aims and grand challenges of both strategies:

PLAN FOR GROWTH

INDUSTRIAL STRATEGY

	FEAR I OR OROWIII	INDOVIRIAL DIRAILOI
Narrative	Britain fit for the future	Build back better
PILLARS OF	Infrastructure	Ideas
GROWTH	To boost productivity, competitiveness, and community prosperity.	To be the world's most innovative economy.
		People
	Skills High quality education and skills to sustain	To generate good jobs and greater earning power for all.
	productivity growth.	Infrastructure
	, , , ,	A major upgrade to the UK's infrastructure.
	Innovation	
	To drive economic growth and improve living	Business environment
	standards.	To be the best place to start and grow a business.
		Place
		To have prosperous communities across the UK.
AIM / GRAND	Level up the whole of the UK	Artificial Intelligence and data
CHALLENGES	Levelling up is about improving every-day life for	We will put the UK at the forefront of the AI and data revolution.

Support the transition to Net Zero

Reach carbon budgets and net zero through economic growth and job creation across the country.

Support our vision for Global Britain

Reinvigorate international cooperation and institutions, to tackle global challenges head on.

Ageing society

We will harness the power of innovation to help meet the needs of an ageing society.

Clean growth

We will maximise the advantages for UK industry from the global shift to clean growth.

Future of mobility

We will become a world leader in shaping how we move people, goods and services around our towns, cities, and countryside.

It is evidently clear that only the economic context in which we are operating has changed. The decision to leave the European Union and the Covid-19 pandemic has caused seismic changes to operating conditions for manufacturers. But the challenges manufacturers, and more widely as an economy and society, we face remain the same. These include transitioning to clean, green growth, building a future fit workforce, and rebalancing our regions.

ECONOMIC CONTEXT

- In the last few years, the economic environment in which manufacturers are now operating in has dramatically changed. With seismic changes in the UK economy's situation following the UK's exit from the European Union (EU) and the unfortunate global pandemic. As a result, gone are the days when it was simpler to plan for the future having some certainty that there would not be any significant shocks to the system. These two events, and the increasing threat of climate change have inevitably impacted the mindsets of manufacturers, who are placing greater importance on short-term risk management (saving for a rainy day) and less on long-term investments due to the increased risk of uncertainty. Additionally, the stop-start style of Government policy during the pandemic augmented that uncertainty with many manufacturers unable to plan ahead.
- This poses risks to innovation by shifting resources towards protecting against the uncertainty of the future rather than taking on risks that may better society and the UK's growth. However, this change in mindset is not entirely a negative outcome, as the pandemic has exposed supply-chain vulnerabilities within the global value chain, with manufacturers now more focussed on building resilience. Manufacturing supply-chains are highly integrated in the international context, meaning building resilience mandates a global effort to achieve. This means, although a plan for growth can support the foundations of building resilience, its success will be dependent on the importance other countries have

- placed on building resilience in their own plans for growth too. A key feature to this, following the end of Brexit, is successfully negotiating trade deals with key countries that remove barriers to doing business and allow manufacturers to strengthen relationships more freely. If not, then we risk the possibility of weakening our manufacturing industry as supply-chains re-map themselves to exclude a UK that's difficult to trade with.
- Nevertheless, in a number of Make UK's surveys manufacturers have highlighted they are increasingly positive about the future and are taking on new priorities, such as being green, innovative and investing in the workforce of tomorrow, with pride. Despite the increase in uncertainty over the last few years, "certainty" cannot be artificially increased without a skill of perfect foresight. What we must do is understand what situations or policies are increasing uncertainty for business and act to adapt or remove those situations. This requires listening to the business community, and responding quickly - take for example the pingdemic. This came from a solution that was desperately needed during the peak of the pandemic but was too slow to change when the needs of the UK economy changed, resulting in increased uncertainty. Manufacturers expectations for the future will require them to operate in a more dynamic environment, where they must learn to plan for the long-term whilst evading short-term dangers.

THE LEVELLING UP AGENDA

- Another one of those contextual changes is the Government's focus on the levelling up agenda a core component of the Plan. However like with much of the Plan, what this means for devolution and regional industrial strategies is due to be outlined in a Devolution White Paper this Autumn. "Devolution will sit at the heart of our plans to level up, rewire our institutions and renew our regional economies post-Covid-19. The [Devolution] White Paper will set out a transformative place-based strategy to boost regional economic performance, and support the recovery in cities, towns and rural areas alongside the Towns Fund and other key programmes".
- The highly anticipated Devolution White Paper is also expected to be the Government's blueprint for its levelling up work, supported by the work of the Department for Levelling Up, Housing and Communities. This is being led and developed via
- a Levelling Up Unit headed up by Neil O'Brien MP. Neil O'Brien MP had previously set up a 'Levelling Up Task Force' of 41 Conservative backbench MPs in September 2020 and authored reports on levelling up on behalf of the Centre Right Think Tank, Onward. He wrote in March 2020: "It is no wonder some parts of the country feel short-changed. For decades we have piled fertilizer on the parts of our economy that are already flourishing while refusing to water the seeds of growth elsewhere".
- The BEIS select committee recent enquiry went on to find that there was a high degree of uncertainty of what this meant in practice. What would happen to the remaining Local Industrial Strategies that had been prepared by the LEPs but not yet published, and how did Government plan to work with LEPs and Mayoral Combined Authorities to build on the design of Local Industrial Strategies?

- Manufacturers have been clear on what they hope to see from the Government's levelling up work. Levelling up must look beyond the traditional focus of physical infrastructure projects clustered around major cities alone. Manufacturers want to see real, tangible change in their regions:
 - a. Improved local road and rail transport connections
 - b. A greater focus on regional projects over national ones
 - c. Prioritising digital connectivity everywhere

Key to delivering sustained economic growth is for the Plan to capitalise on our regions' unique advantages. Our research found that in the South of England manufacturers were keen to see Government prioritise the digital connectivity agenda, whereas in the North of England the number one priority was the improvement of local road and rail transport connections, and in the Midlands and East it was prioritising local projects over national ones. All of which underlines the point that we must not level down by 'robbing Peter to pay for Paul' - to truly revitalise our local economies, and level up, we must build on their regional differences. We outlined more of our thinking here: www.makeuk.org/insights/reports/reviving-and-rebalancing-regional-economies-through-manufacturing

KEY CONCERNS WITH THE PLAN FOR GROWTH

The message from manufacturers was clear, a more suitable way forward would have been to refresh or update the Industrial Strategy to reflect the economic context, rather than opt for wholesale change. The road for manufacturers to recover and grow, remains bumpy with on-going supply chain disruption, labour market shortages, and increasing raw material costs. A long-term view, and strategy to set a course is what manufacturers are asking for, however we have identified four key concerns with the Plan which are a hinderance to this.

A move away from long-term commitments

Firstly, the Plan demonstrates a significant shift away from long-term policy commitments, towards shorter term commitments. Many of the initiatives announced by Government at the March Budget

2021 were shorter-term calls lasting one or two years, this includes the super-deduction and kickstart scheme. And the remaining initiatives will only last this parliamentary term, e.g. levelling up fund, which is a big change from the existing commitments in the Industrial Strategy which was purposefully designed to be much longer-term.

Manufacturers have told us they are focussing on 'the 10-year plan', looking forward to supportive economic policies which can support a decade a of growth for the sector. Yet the current plan risks pushing the much-needed detail on implementation to support this, to the subsequent strategies that are due to be published across the next 12 months. Manufacturers are seeking medium to long-term stability which create the conditions for greater business investment and growth.

Singapore introduces a 10 year blueprint for manufacturing

In January 2021, Singapore Trade and Industry Minister announced a city-wide goal to grow its manufacturing sector by 50% over the next 10 years to maintain its competitiveness, with the pandemic highlighting its importance to the trade-reliant city-state's economy.

Currently the city-state's manufacturing sector contributes about 21%, or around \$\$106 billion (\$80 billion), of total GDP and accounts for 450,000 jobs, or around 12% of the workforce, according to the government's figures. The Minister identified innovating and producing higher-value products rather than look to lower the cost of production or labour as the road to growing the manufacturing sector.

An over-centralised approach

- It was disappointing to see much of the work outlined in the plan for growth 'centralised' and led by Government. A successful element of the Industrial Strategy was the partnership between Industry, Stakeholders and Government to meet the big challenges we face through missions. A collective, collaborative approach to the big challenges we face is a more desirable approach for manufacturers who are already providing the solutions to these policy
- This is particularly poignant with the Government's net-zero work. We are now in a climate emergency and what is now sorely missing is a coherent set of net zero policies coordinated by one dedicated body to ensure effective planning and delivery. It is crucial for these policies to be in place within the next 2 years so that they can be implemented in the next part of this 'decisive decade'. Yet the current plan leaves little room to renew that partnership to collectively tackle this challenge.

Duplicated policy announcements from earlier in the year

Another concern for manufacturers was that many policy commitments in the plan announced "new" which had in fact previously been announced, for example the Lifetime Skills Guarantee. This was disappointing to see, particularly in the skills space, where many manufacturers had hoped to see the evolution of many of the policy commitments made in Skills White Paper earlier this year. Manufacturers are looking for innovative solutions to big policy issues they face rather than a rehash of previous calls.

Policy detail promised in subsequent strategies

- Finally, and the biggest concern for manufacturers is the lack of detail provided in the Plan. Much of the 'meat' of the work has been promised in subsequent strategies, due to be published in the next three, six and 12 months. This leaves further uncertainty and lack of clarity on how each strategy ties together to meet a shared, collective vision for the UK. Whilst the economic environment has dramatically changed in the last five years, it is crucial that Government puts in place the foundations for a conducive business environment.
- The short-termism may support in kick-starting the initial recovery, however as manufacturers have made markedly clear, it will not support or pull in the necessary private investment required both regionally and nationally. As the original author of the Industrial Strategy outlined, if firms are confident about future technological and market opportunities they will invest and seek to innovate; and conversely, if they are not confident, they will not invest. Any industrial strategy should therefore aim to stimulate demand and increase business expectations about where future growth opportunities might lie.



ANNEX

Make UK letter to BEIS Secretary of State

4 March 2021

Rt Hon Kwasi Kwarteng MP Secretary of State Department for Business, Energy and Industrial Strategy 1 Victoria Street London SW1H 0ET

Email: secretary.state@beis.gov.uk



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Dear Secretary of State

I wanted to thank you for the time that you and Alex took last night to brief me and other business organisation leaders on the Budget, the Plan for Growth and the implications for the UK's Industrial Strategy and the related Council. I promised to update you on our thoughts once I had engaged with my member companies.

The Industrial Strategy is something that UK manufacturers greatly welcomed and supported. It was a clear indication of the importance that Government placed in the success of British manufacturing and industry to the national economy. The UK manufacturing sector accounts for 11% of value added to the economy, over half of total UK exports, and 65% of all UK research and development. In many respects the creation of an Industrial Strategy marked a decisive turning point in that relationship, where many manufacturers had long felt that the contribution that they were making was not recognised, understood or supported; it is striking how strongly these feelings were held and consequently how welcome the strategy had been.

The manufacturing sector now faces a series of simultaneous and defining challenges: recovering from the economic and societal impacts of Covid-19, implementing the new trade agreement with the EU, maximising the opportunity of digitisation, artificial intelligence and robotics and supporting the achievement of the Government's levelling up ambitions. At the same time, we are also restructuring the very heart of our industry to help solve the climate crisis through the acceleration of electrification, hydrogen power and other net zero activity. Our members had been both very keen to contribute to the development of a new industrial strategy, in particular the local strategies, and to use them to inform their own plans for growth, investment and diversification.

As a result, the news that commitments to the publication of a new Industrial Strategy, the existence of the guiding Council and related civil service capacity have all been withdrawn has caused significant concern and frustration within manufacturers of all sizes across the UK.

There is a real and genuine fear that the critical part we have to play in the economic recovery, the realisation of global Britain and the achievement of vital climate change goals is no longer important. Many members have made the point to me already that this seems a harsh response to the efforts and energy that manufacturers have expended over the last year to keep factories open, deliver food and drink onto supermarket shelves and step up the challenges of providing ventilators for intensive care units and PPE for care workers and healthcare professionals.

On that basis whilst we recognise and applaud the publication of the Plan for Growth yesterday, I also wanted to make you aware of the strength of member feeling on this issue. Whilst I respect the decision that this Government has taken regarding the specific vehicle of an Industrial Strategy and Council, it is critical











BEIS letter from Secretary of State to Make UK

Department for Business, Energy & Industrial Strategy

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10 March 2021

Dear Stephen,

Thank you for your letter dated 4th March about the transition away from the Industrial Strategy.

I would like to start by thanking you for the invaluable work that Make UK and manufacturers have done over the past year. As you have highlighted, your members have worked day and night to keep factories open, keep supermarket shelves stocked and to provide vital resources to healthcare professionals and care workers. This hard work has not gone unrecognised, and we believe the manufacturing sector will continue to play a key role in the UK's long-term growth.

In the four years since the Industrial Strategy was published, the UK's business and economic environment has changed – we have legislated to end our contribution to climate change by 2050, we're forging a new path outside the European Union and we continue to fight the Covid-19 pandemic. That is why we published 'Build Back Better: our plan for growth' alongside the Spring Budget. This document sets out the Government will support growth through significant investment in infrastructure, skills and innovation, and specifically pursue growth that levels up every part of the UK, enables the transition to net zero and supports our vision for Global Britain.

Industrial policy remains a major priority of ours, which is why we are transitioning the Industrial Strategy into 'Build Back Better: our plan for growth' and its supporting strategies. We will take forward the best elements of the Industrial Strategy within a new framework that responds to the new challenges and opportunities we face. Delivery of ongoing aspects of the 2017 Industrial Strategy will not be abandoned. To fit the world of the 2020s, existing Sector Deals will continue, and Grand Challenges will evolve in order to best fit HMG's current priorities.

Over the next 12 months, BEIS will support 'Build Back Better: our plan for growth' by leading work on an Innovation Strategy, as well as strategies on Net Zero, Hydrogen and Space. We will also develop sectoral visions for priority future sectors, technologies and places. These strategies will aim to put the UK at the forefront of opportunities, give businesses the confidence to invest, boost productivity across the UK and enable our transition to net zero.

The Government has decided that the Industrial Strategy Council in its current form will no longer be needed and will be wound down after its upcoming Annual Report. However, the Government is, and will continue to be, a champion of the needs of business and industry as we build back better from the pandemic. That is why the Prime Minister and Chancellor have convened a Build Back Better Business Council (B4C), which will support the Government as it delivers 'Build Back Better: our plan for growth'. We will draw on the Industrial Strategy Council's work, both on success metrics and insight projects, in taking forward further our thinking in this area.

We recognise that our vision can only be delivered if we work in partnership with key stakeholders, such as Make UK. I look forward to continuing to work closely with you to gain your invaluable insight into the manufacturing sector and its needs.

Yours sincerely,

RAG RATING OF POLICY ANNOUCEMENTS IN PLAN FOR GROWTH

KEY: R = RED A = AMBER G = GREEN N/A

INFRASTRUCTURE		RAG	NOTES
Project Speed	Project speed established to accelerate delivery through new tech and less bureaucracy. Pledged £135m in development phase funding to "get spades in ground by 2024.	N/A	
Intra-City Transport	Intra-city transport settlements worth £4.5bn intra-city transport to support large city regions. £4.2bn investment between 2022-2030, enabling integrated investment and ready transport plans that will deliver on local priorities such as tackling congestion.	R	Disappointing to see a relatively small amount invested in improving local transport. This was one of three top concerns for manufacturers in the Government's current levelling up plans.
Levelling Up fund	Levelling up fund worth £4.8bn to support struggling towns by working in partnership with local institutions to improve local infrastructure. Available to places based on an application methodology basis only.	R	In addition to the funding, the methodology to access the funding is unclear. Legitimate questions raised whether this is targeting the right places.
UK Infrastructure Bank	New UK Infrastructure Bank aimed to 'crowd in' private investment to accelerate progress towards net zero. This will then be invested in local authority and private sector infrastructure projects, as well as provide an advisory function to help the developments and delivery of projects.	A	A welcomed move to drive investment in the right areas. Time will tell if the Bank can crowd in investment which delivers the change for left behind areas.
EV infrastructure	£1.3bn to accelerate the rollout of electric vehicle charging infrastructure across the country, with a future £5bn for buses and cycling outlined in the published National Bus Strategy.	G	Necessary if we are to successfully transition to a Digital and Green future.
Gigabit Broadband	£5bn to accelerate UK-wide gigabit broadband rollout, a Shared Rural Network extending 4G mobile coverage to 95% of the UK and £250 million to ensure resilient and secure 5G networks and £50 million for the continuation of the 5G Testbeds and Trials Programme in 2021-22.	A	Digital connectivity remains a key concern for manufacturers. Whilst it's good to see Government have this on their agenda, the funding amount is very small.
Freeports	Investment in 8 new Freeports pending successful completion of their business case assessments, with these Freeports to begin operations from later in 2021.	A	

SKILLS		RAG	NOTES
T Levels	T Levels will be one of three options for the majority of 16- to 19-year-olds. £268 million across three waves to support the roll-out of T Levels with high quality equipment and facilities, and £83 million in 21/22 to ensure post-16 providers have sufficient places.	G	T Level programme started in 2018 following the review of post-16 skills.
Apprenticeships	£7m fund from July 2021 to help employers in England set up and expand portable apprenticeships. This will enable people who need to work across multiple projects with different employers to benefit from the high-quality long-term training that doing an apprenticeship provides.	A	In response to the Government's consultation on this we expressed this scheme would not significantly increase the take up of apprentice-ships in our sector.
Lifetime Skills Guarantee	New £2.5 billion National Skills Fund to improve the technical skills of adults in England. And from		Consultation on the remit of this funding has been launched – deadline

September. And free level 3 courses

were available from April 2021,

therefore this is not new.

Α

April 2021, adults looking to achieve their first

diploma, or two full A levels

full advanced level (level 3) qualification, which is

equivalent to an advanced technical certificate or

NET-ZERO		RAG	NOTES
10 Point Plan	The ten-point plan published November 2020 set out the approach government will take to build back better, support green jobs, and accelerate our path to net zero.	A	
Green Bonds	Issue the UK's first sovereign green bond this summer, with a further issuance to follow later in 2021 as the UK looks to quickly build out a green yield curve in the coming years. Green gilt issuance in the financial year 2021-22 will be a minimum of £15 billion.	N/A	Announced at Budget 2021. Not enough bonds have been issued to back up green growth.
Energy White Paper	The Energy White Paper was published December 2020 and aims to set out how we work towards a net zero future building on the Ten Point Plan.	A	The Energy White Paper announced many changes, but we are yet to see the detail. A new Energy Bill is urgently needed as the one from 2013 is outdated.

INNOVATION		RAG	NOTES
ARIA	£800 million of funding for the Advanced Research & Invention Agency (ARIA), helping to cement the UK's position as a global science superpower.	G	
R&D Tax Reliefs	A review of R&D tax reliefs, with a consultation published alongside the Budget. Also publishing at Budget 2021 the summary of responses from the consultation on the scope of qualifying expenditures for R&D Tax Credits. The decision on whether to bring data and cloud computing costs into scope of the reliefs will be made alongside the wider review.	G	A policy win for Make UK who have been pushing for reform to R&D tax reliefs. The current system is complex and confusing, putting businesses off. Make UK will be providing evidence to this call for evidence.
Help to Grow: Digital	At Budget 2021 we are announcing a new UK-wide management programme to upskill 30,000 SMEs in the UK over three years. Developed in partnership with industry, the programme will combine a national curriculum delivered through business schools with practical case studies and mentoring from experienced business professionals, equipping SMEs with the tools to grow their businesses and thrive. Improved SME management is strongly correlated with tech adoption.	A	This has potential to support SMEs as we move to a more digital way of working. However, Make UK would call for a Digital Skills Learning Account which can help attain these skills and transfer them to different roles. The Digital skills taught should also be sector specific.
Help to Grow: Management	Help to Grow: Digital, a new scheme to help 100,000 SMEs save time and money by adopting productivity-enhancing software, transforming the way they do business. Launching later this year, Help to Grow: Management will combine a voucher covering up to half of the costs of preapproved solutions up to a maximum of £5,000, and free impartial advice delivered through an online platform	А	



STRATEGIES ANNOUNCED AND PUBLISHED

Next 3 months

- Getting Smarter: Knowledge Assets Implementation Strategy Published April 2021
- Heat and Buildings Strategy Published October 2021
- Industrial Decarbonisation Strategy Published March 2021
- Integrated Rail Plan for the Midlands and the North
- Integrated Review of Security, Defence, Development and Foreign Policy Published March 2021
- National Bus Strategy Published March 2021

Next 6 months

- Hydrogen Strategy Published August 2021
- Innovation Strategy Published July 2021
- Lifelong Loan Entitlement Consultation National Skills Fund consultation Published July 2021
- National Space Strategy Published September 2021
- Research & Development People and Culture Strategy Published July 2021
- Transport Decarbonisation Plan Published 2021

Next 12 months

- Devolution and Local Recovery White Paper
- Digital Strategy
- Export Strategy
- Full Conclusion of the Post-18 Review of Education and Funding
- Net Zero Strategy Published October 2021
- Procurement Reform
- Sector Visions
- Union Connectivity Review



Make UK is backing manufacturing – helping our sector to engineer a digital, global and green future. From the First Industrial Revolution to the emergence of the Fourth, the manufacturing sector has been the UK's economic engine and the world's workshop. The 20,000 manufacturers we represent have created the new technologies of today and are designing the innovations of tomorrow. By investing in their people, they continue to compete on a global stage, providing the solutions to the world's biggest challenges. Together, manufacturing is changing, adapting and transforming to meet the future needs of the UK economy. A forward-thinking, bold and versatile sector, manufacturers are engineering their own future.

www.makeuk.org @MakeUKCampaigns #BackingManufacturing

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