UK Semiconductor Centre roadshow: Insights report

UK
Semiconductor
Centre

Contents

Executive summary

The UK Semiconductor Centre (UKSC) is a strategic body that connects, represents and promotes the UK's semiconductor industry. The aim of the UKSC is to unlock the full potential of the UK semiconductor sector by maximising opportunities, growth and reach.

This report presents the findings from ten regional workshops across the UK, held between October and December 2025, aimed at engaging with the sector and collecting insights on the UKSC's five missions and its first phase of mobilisation. Over 450 participants from industry, academia and government attended the workshops.

The five missions of the UKSC are:

1. International Partnerships – forming equitable international partnerships with relevant overseas countries, clusters and companies
2. Scale-up – helping UK start-ups to grow in size and capability
3. Ecosystem & Advocacy – linking the UK clusters and acting as a unified voice for the UK-wide sector
4. Strategic Roadmap – forming a long-term view of the technology areas where UK can compete on a global basis and directing public/private funding accordingly
5. Workforce & Skills – building a diverse, highly skilled talent pipeline to meet industry demand and sustain future growth

At each workshop, participants were asked to place a vote on the mission they deemed most important and relevant to themselves. The Scale-up mission was most popular with 33% of the vote, followed by Workforce & Skills (23%) and Strategic Roadmap (16%).

Participants consistently highlighted scale-up as a bottleneck to growth, highlighting access to finance and infrastructure as major concerns. They reported that the UK lacks a shared, long term semiconductor roadmap and that the ecosystem remains difficult to navigate, with no authoritative national view of capabilities. International engagement was seen as essential but failing to retain value in the UK, whilst workforce pipelines were seen as fragile and misaligned with employer needs, prompting stronger collaboration between education and industry.

Participants consistently positioned the UKSC as the body that can help the ecosystem act as one; coordinating effort, advocating on behalf of the sector, and providing a credible, unified voice to government. They also emphasised the importance of the UKSC operating as a trusted front door to international partnerships that bring real value to the UK, while reducing friction, aligning priorities, and helping translate national capability into sustained economic and strategic impact.

The UKSC has used the insights to inform short-, medium-, and long-term actions aligned with each mission. The UKSC will continue to engage with stakeholders to refine the insights captured in the report and ensure continued collaboration with regional and national partners.

Purpose of the report

This report consolidates insights from ten UKSC regional workshops held between October and December 2025, involving over 450 participants from industry, academia and government. The programme was designed to surface regional strengths and barriers, then translate them into national insights that will guide the UKSC's next phase of mobilisation.

Headline national insights

Across the workshops participants were clear that the UK lacks a shared, long term semiconductor roadmap that sets priorities, identifies non-priorities and endures across political cycles. Scale-up is the system bottleneck: companies face gaps in prototyping and pilot manufacture, packaging, validation and warranty, together with limited access to electronic design automation tools and patient capital. The ecosystem remains difficult to navigate, with no authoritative national view of companies, capabilities, facilities, funding or events. International engagement is essential but too often fails to retain value in the UK, due to export control, visa and compliance frictions, as well as fragmented outreach. Workforce pipelines are fragile and misaligned with employer needs, prompting calls for earlier exposure to electronics, clearer technician and apprenticeship routes, paid placements and stronger collaboration between education and industry. A consistent theme is the need for focus rather than diffusion, concentrating resources on a small number of national bets supported by market pull, not grants alone.

The numbers – Regional voting

As part of each regional workshop, participants were invited to vote across the five UKSC missions to indicate where they felt the most pressing challenges and opportunities sit.

This section brings together voting data from the regional workshops to highlight where priorities consistently clustered across the programme. Voting is intended to show patterns of emphasis, not to act as a statistically representative measure of national priority.

Combined voting overview

As part of each regional workshop, participants were invited to vote across the five UKSC missions to indicate where they felt the most pressing challenges and opportunities sit.

Across the programme, votes clustered most strongly around Scale-up and Workforce & Skills, with Strategic Roadmap and International Partnerships forming a second tier of emphasis. Ecosystem & Advocacy appeared consistently, but was less frequently prioritised as the single most pressing challenge.

At a glance

Combined total number of votes cast is 382.

Scale-up: 125 votes

(33% of all votes)

Workforce & Skills: 86 votes

(23% of all votes)

Strategic Roadmap: 61 votes

(16% of all votes)

International Partnerships: 57 votes

(15% of all votes)

Ecosystem & Advocacy: 53 votes

(14% of all votes)

Summary

Scale-up

dominates the voting not because people lack ideas, but because many feel the UK repeatedly struggles at the point where companies need to move from promising technology to customers, contracts and production. Across regions, this was described with a sense of frustration that value is still too often lost overseas at this stage.

Workforce & Skills

consistently ranks close behind Scale-up, reflecting a widely shared anxiety that ambitions are running ahead of capacity. Participants spoke less about isolated shortages and more about fragile pipelines, limited practical routes, and the risk that skills gaps will quietly undermine progress elsewhere.

Strategic Roadmap and International Partnerships

attract similar levels of support because they are seen as enabling conditions rather than problems in their own right. Participants frequently linked both to confidence: clarity on national direction, and clearer ways to engage internationally, were seen as necessary to make other efforts stick.

Ecosystem & Advocacy

receives fewer top-priority votes, but appears in every region's discussion. It is often described as the 'glue' holding the system together — important not as a headline issue, but because weak coordination makes every other challenge harder to address.

What stakeholders consistently told us

Participants asked the UKSC to act as a neutral front door that provides clear signposting and a live national directory of capabilities, facilities and contacts. They want the UKSC to coordinate and convene, joining up regions, departments and programmes, reducing duplication and presenting a single, credible national voice. They called for a focused and visual roadmap that aligns investment, infrastructure and skills, and that is refreshed on a regular cycle.

They asked for practical help to broker international partnerships that retain UK value, including guidance on IP, exports and contracting, and curated bilateral activity where the UK has the most to gain. They want decisive action to close the scale-up gap through open access foundries and pilot lines, affordable tooling, and UK packaging, validation and warranty capability. They also want investors and markets brought closer to founders, with better education on semiconductor economics, earlier access to buyers and Tier 1s, and demand side mechanisms that create market pull.

Finally, they asked for standardised and investable spinout practices, and for resilient, inclusive skills pipelines that widen entry routes beyond degrees and remove barriers that hinder retention.

Taken together, participants consistently positioned the UKSC as the body that can help the ecosystem act as one; coordinating effort, advocating on behalf of the sector, and providing a credible, unified voice to government. They also emphasised the importance of the UKSC operating as a trusted front door to international partnerships that bring real value to the UK, while reducing friction, aligning priorities, and helping translate national capability into sustained economic and strategic impact.

How this will inform the next phase

The UKSC will use these insights to prioritise a small set of delivery actions. These include

- establishing a national gateway and directory to make the ecosystem legible
- publishing a focused, visual roadmap with clear niches, success metrics and a regular refresh cycle
- brokering international partnerships and providing practical playbooks that reduce friction and protect UK value
- targeting the scale-up gap by improving access to pilot manufacture, packaging, validation and enabling tools
- and coordinating a national skills framework that supports regional pipelines, earlier outreach and paid pathways into the sector

Together these actions will improve visibility, alignment and delivery, helping to convert the UK's distributed strengths into sustained, UK anchored impact.

Introduction

Background and context

The UK semiconductor sector underpins a wide range of nationally important industries, including advanced manufacturing, automotive, ærospace, telecommunications, energy, and defence. Recent global disruption to semiconductor supply chains has reinforced both the strategic importance of the sector and the extent to which capability, capacity, and resilience are shaped by long-term decisions on skills, infrastructure, investment, and international collaboration.

In this context, the UK faces a complex challenge. The country has internationally recognised strengths in research, design, compound semiconductors, advanced materials, and niche manufacturing, distributed across a number of regional clusters. However, these strengths sit within a highly globalised industry, where scale, capital intensity, and geopolitical dynamics increasingly influence where value is created and retained.

At the same time, responsibility for the semiconductor ecosystem is shared across multiple actors, including industry, academia, regional clusters, delivery bodies, and government departments. While this diversity brings depth and capability, it also creates a fragmented landscape that can be difficult to navigate, align, and present coherently – particularly to investors, international partners, and new entrants.

Against this backdrop, the UKSC was established to support a more coordinated and strategic approach to strengthening the UK's semiconductor ecosystem. The UKSC's early focus has been on listening to stakeholders across the country, understanding regional strengths and pressures, and building an evidence base that reflects lived experience across the system.

Objectives of the regional workshop programme

The regional workshop programme was designed to build a shared understanding of the UK semiconductor ecosystem by engaging directly with stakeholders across the country. Its objectives were deliberately focused on learning, synthesis, and alignment, rather than decision-making or delivery.

First, the programme aimed to surface lived experience from across industry, academia, and the wider ecosystem. By bringing together participants working at different points in the UK ecosystem, the workshops captured practical insight into what is working well, where friction is experienced, and where capability risks being lost or underutilised.

The workshops aimed to identify patterns and points of convergence across regions. While acknowledging regional differences, the programme aimed to distinguish between challenges that are genuinely national in nature and those that are more place-specific.

The programme was also used to test and refine the UKSC mission areas through direct engagement. Structuring discussion and voting around the five missions helped assess how these areas resonated with stakeholders and where emphasis varied across contexts.

Finally, the workshops were intended to inform the next phase of UKSC activity by building an evidence base to support prioritisation, coordination, and advocacy. Rather than generating solutions, the focus was on understanding where the UKSC can add most value by reducing friction, aligning effort, and amplifying the collective voice of the sector. Together, these objectives shaped a programme focused on listening first, synthesising insight at a national level, and creating a shared foundation for ongoing engagement and collaboration.

How this report should (and should not) be used

This report provides a clear, evidence-based synthesis of insights from the UKSC's regional engagement programme. Drawing on ten workshops, it highlights shared challenges, points of convergence, and areas where stakeholders see a need for greater coordination and focus.

The report should be used as a strategic input to inform discussion, prioritisation, and next steps for the UKSC and its partners. It is intended to support alignment, advocacy, and continued engagement by offering a common reference point grounded in lived experience from across the ecosystem.

The report should not be used as a delivery plan, funding commitment, or definitive roadmap. It does not set out agreed actions, allocate responsibility, or make commitments on behalf of government, industry, or other organisations, nor does it claim to be statistically representative of the entire sector.

Instead, it should be read as a snapshot of stakeholder perspectives at a specific point in time. Its value lies in the consistency of themes that emerged across regions, rather than in any single workshop, quote, or data point.

Scope and methodology

What we did – Overview of the 10 workshops

Between October and December 2025, the UKSC delivered a programme of ten regional workshops across the UK. Workshops were held in Belfast, Glasgow, Manchester, London, Sedgefield, Warwick, Cambridge, Southampton, Newport, and Bristol.

Each workshop brought together a mix of industry, academia, and ecosystem partners to explore shared challenges and opportunities facing the UK semiconductor sector, grounded in regional strengths and contexts. While locations and participant mixes varied, the workshops followed a consistent structure to ensure comparability of insights across regions.

Who we did it with – Participant profile and representation

Stakeholders attending the workshops included industry from across the semiconductor supply chain, local and national government, universities and RTOs and associated organisations, which included trade bodies, clusters, learned societies, and Catapults, amongst others.

Proportion of attendees in each category:

47%
Industry

28%
Universities

6%
Government

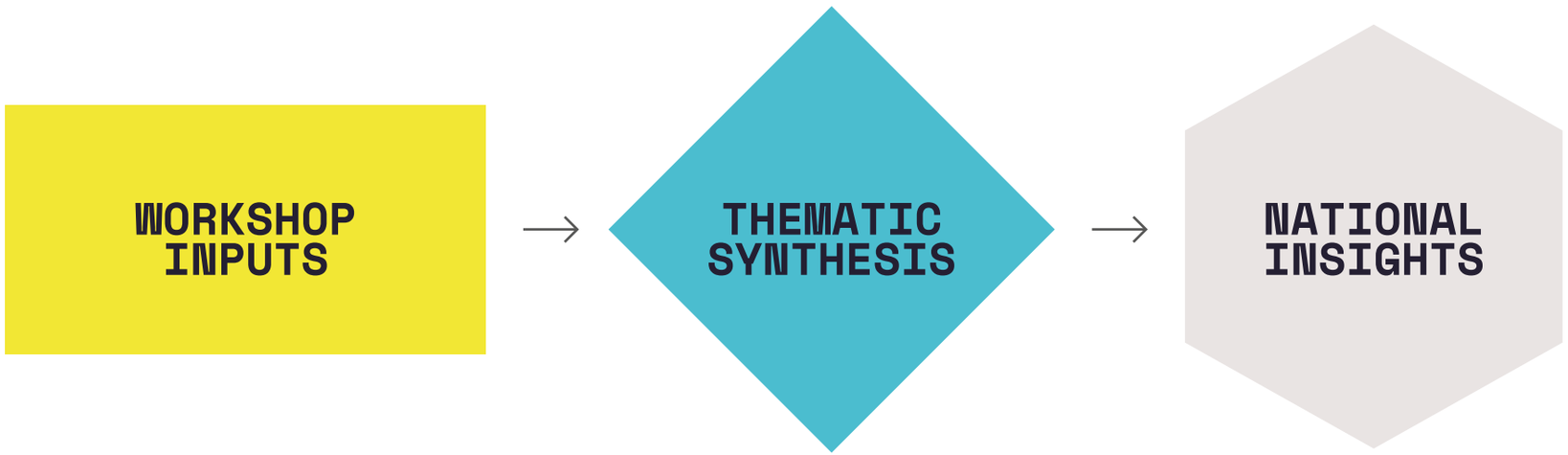
19%
Non-profit

How we did it – How insights were captured and synthesised

Insights were captured through a combination of structured discussion, facilitated group activities, and individual reflection. Each workshop was organised around the UKSC's five mission areas, providing a common framework for exploration and comparison.

Participants were invited to articulate challenges, opportunities, and priorities within each mission, supported by facilitated discussion and shared canvases. A voting exercise was used in each workshop to surface relative priorities across the five missions, providing a consistent quantitative signal to complement qualitative insight.

Following the workshops, outputs from all regions were reviewed and synthesised to identify recurring themes, points of convergence, and areas of divergence. This synthesis focused on patterns that appeared across multiple regions, rather than isolated comments or single-workshop perspectives. Each workshop had an accompanying report produced and shared with attendees.



Limitations and caveats

The insights presented in this report reflect the views of participants who attended the regional workshops. While the programme engaged a broad cross-section of the ecosystem, it does not claim to be a statistically representative survey of the entire UK semiconductor sector.

Workshop discussions were qualitative by design, and voting data is intended to indicate patterns of emphasis rather than precise measures of priority. Differences in regional context, participant mix, and local focus are acknowledged and have been considered in the synthesis.

This report should therefore be read as an evidence-informed snapshot of stakeholder perspectives at a particular moment in time, intended to support discussion, alignment, and further work rather than definitive conclusions.

Cross-cutting national themes

Belfast

Elizabeth Patterson
Senior Policy and Program Manager, Seagate Technology

Elizabeth highlighted opportunities for the UK Semiconductor Centre to act as an open door for international collaboration, helping organisations connect with global partners and identify funding such as Horizon Europe. She noted that many companies lack the resources to pursue international opportunities or attend brokerage events.

Venue:
Queen's University Belfast

Glasgow

Ally McInroy
Chief Executive Officer, Technology Scotland

From a cluster perspective, the challenge in Scotland was framed less as capability and more as visibility and alignment. The call was for clearer national signalling that connects regional strengths into a coherent UK proposition, helping clusters engage more effectively with investors, policymakers and international partners.

Matt Boyle
Director of Electrification, National Manufacturing Institute Scotland (NMIS)

Glasgow highlighted the risk that strong applied research and pilot capability will fail to translate into sustained manufacturing impact without clearer national coordination. There was a strong emphasis on the need for joined-up pathways from prototype to production, and for the UK Semiconductor Centre to help broker access to facilities, partners and customers so industrial value is retained in the UK.

David Clark
Chief Technology Officer, Clas-SiC

The discussion from an industrial scale-up perspective focused on how difficult it remains for companies to move from early traction into repeatable production in the UK. Access to infrastructure, customers and patient support at the point of industrialisation was highlighted as the critical pressure point.

Venue:
National Manufacturing Institute Scotland (NMIS), Glasgow

Manchester

Prof. Cinzia Casiraghi
Graphene Engineering Innovation Centre (GEIC), University of Manchester

Manchester's strength in advanced materials and translational research was clear, but there was concern that value continues to leak at the point where materials innovation needs to connect to semiconductor manufacturing and markets. The emphasis was on better national mechanisms to translate world-leading research into scalable, industrial outcomes.

John Whittaker
Graphene Engineering Innovation Centre (GEIC), University of Manchester

From an industrial engagement perspective, the local message was that collaboration works best when pathways are simple and incentives are aligned. There was a call for clearer routes that help industry partners engage earlier with emerging capability, reducing friction between research, scale-up and adoption.

Venue:
National Graphene Institute / GEIC, University of Manchester

London

Sue Daley OBE
Director of Technology and Innovation, techUK

London discussions emphasised the importance of a clear national narrative that helps government and the wider economy understand why semiconductors matter. The focus was on the UK Semiconductor Centre acting as a credible advocate for the sector, translating technical need into policy-relevant language.

Charles Sturman
Chief Executive Officer, TechWorks

The London workshop highlighted fragmentation as a persistent barrier to progress. The call was for stronger coordination across existing programmes and organisations, with the UKSC positioned as a convening body that helps the ecosystem speak with one voice to government and international partners.

Venue:
Institute of Physics, London

Sedgefield

Alex McKie
Sector Development Manager, NEAME

From the North East perspective, participants emphasised strong technical capability but weaker national visibility. The key issue raised was how regional strengths are surfaced and connected into UK-wide initiatives, so that local capability is not overlooked when investment and partnerships are formed.

Stuart Cornelius
Director of Business Development, Octric Semiconductor

The industrial voice from Sedgefield focused on the gap between innovation and market adoption. There was a clear call for more practical support at the point where companies need to prove reliability, quality and customer readiness in order to scale.

Venue:
Orbit, NETPark, Sedgefield

Warwick

Prof. Phil Mawby
School of Engineering, University of Warwick

Warwick's discussion highlighted the UK's depth in power electronics research alongside frustration that translation into large-scale industrial impact remains slow. The need for clearer national prioritisation and sustained focus on areas of genuine competitive strength came through strongly.

Prof. Peter Gammon
Professor of Power Electronic Devices, University of Warwick

From a device and manufacturing perspective, the local message centred on the lack of accessible routes from laboratory success into pilot and production environments. There was a clear sense that without coordinated support at this stage, promising capability risks being lost or acquired elsewhere.

Venue:
University of Warwick

Cambridge

Peter Stephens
Director of Government Partnerships and Public Policy, Arm

Cambridge's perspective focused on the importance of strategic clarity in a highly globalised industry. There was an emphasis on the UK Semiconductor Centre helping articulate where the UK can realistically lead, and how national capability is positioned within international partnerships and supply chains.

Venue:
University of Cambridge

Southampton

Prof. Graham Reed
University of Southampton

Southampton's contribution highlighted world-class photonics and compound semiconductor capability, alongside concern that infrastructure and scale-up pathways are not keeping pace. The message was that sustained national coordination is needed to turn technical leadership into industrial advantage.

John Lincoln
Chief Executive Officer, Photonics Leadership Group

From a sector leadership perspective, the focus was on alignment across industry, academia and government. There was a clear call for the UK Semiconductor Centre to help align priorities and present a joined-up proposition that strengthens the UK's international position.

Venue:
University of Southampton

Newport

Dr Wyn Meredith
Chair, CSconnected

Wales was consistently framed as a critical part of the UK semiconductor landscape, particularly for compound semiconductors and manufacturing. The local message stressed the importance of ensuring national initiatives recognise and reinforce devolved strengths, rather than recentralising activity.

Sam Evans
Director of Quality and External Affairs, Vishay

From an established manufacturer's perspective, the discussion focused on long-term competitiveness. Skills availability, infrastructure resilience and sustained industrial support were highlighted as essential if the UK is to remain an attractive place to manufacture at scale.

Venue:
Compound Semiconductor Applications Catapult, Newport

Bristol

Andrew Robertson
Chief Technology Officer,
Bay Photonics

Bristol's photonics community emphasised rapid innovation alongside concern about fragmentation between research, startups and end users. The call was for clearer mechanisms that connect early-stage innovation to real market demand.

Prof. Martin Kuball
Director, REWIRE

The REWIRE perspective highlighted the importance of long-term, mission-driven collaboration. There was an emphasis on sustained coordination across institutions and disciplines to address challenges that no single organisation can solve alone.

Richard Scutt
Centre Director,
EPIC Centre

From a regional infrastructure standpoint, the discussion focused on maximising the value of existing facilities. The key issue raised was how publicly funded capability can be better connected, utilised and aligned with industry needs.

Ed Bithell
Head of Strategy,
Fractile

The startup perspective from Bristol highlighted the difficulty of scaling deep-tech businesses without early access to customers and markets. There was a strong emphasis on demand-side pull and clearer routes from innovation to adoption.

Mission 1: International Partnerships

What we heard

A unified "front door" is missing.
Engagement is fragmented; partners and SMEs can't easily find UK capabilities, opportunities, or the right people. Many regions asked the UKSC to be a **visible gateway and broker** for international engagement.

Raise the UK's global profile and clarify the offer.
Low international visibility and unclear priorities limit access to advanced nodes, fabs/equipment providers, and investment; participants want coherent messaging and targeted bilateral strategies (US/Japan/Taiwan/Korea/Singapore).

Reduce friction & protect value.
Export controls, visa/ATAS processes, IP protection, and compliance burdens slow or deter collaboration, especially for SMEs pushing activity offshore.

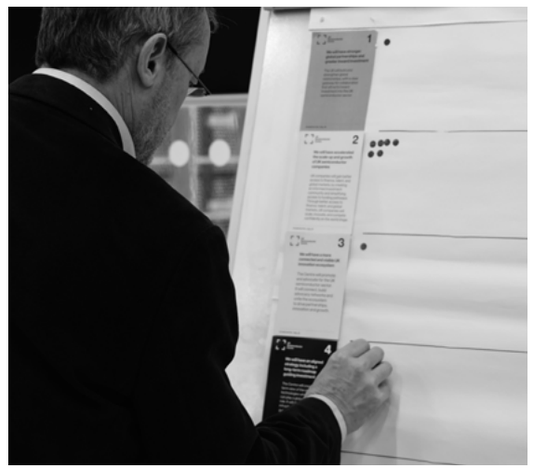
Key challenges and opportunities

- **Fragmented routes, duplicated effort, and weak signposting** – Opportunity for UKSC to coordinate, map, and promote UK capabilities and entry points for global partners.
- **Asymmetric partnerships & risk of IP/skills leakage** – Opportunity to curate "win–win" models, clearer incentives for responsible inward investment, and practical guidance/templates for cross border work.
- **Limited connections to end users and scale** – Opportunity to leverage London and regional clusters to attract VCs, OEMs, and host major international events that showcase UK strengths.

What this means

The centre will

- **Tell our story:** Set out a clear, short narrative of the UK's semiconductor heritage, strengths and distinctive offer for international audiences.
- **Provide a unified front door and keep a live partner list:** Receive incoming delegations as well as maintain a priority list of companies, trade bodies, governments, universities and research organisations for fair, mutually beneficial partnerships.
- **Build priority relationships:** Make contact with top targets and agree in principle where collaboration makes sense, capturing the basis for working together.
- **Broaden the conversation:** Open and sustain dialogue with secondary targets to grow a healthy pipeline of future partnerships.



Mission 2: Scale-up

What we heard

The "valley of death" is real and widening.
Gaps in pilot/prototyping, packaging, and EDA/tools access, plus patient capital shortages and investor understanding barriers, frequently force companies to scale overseas.

Navigation is hard.
Founders struggle to map funding and facility pathways, engage with buyers/Tier 1s, and interpret university IP/ finance policies.

Rebalance ambitions.
In places, stakeholders want less emphasis on unicorns and more on scaling proven, employment generating industries

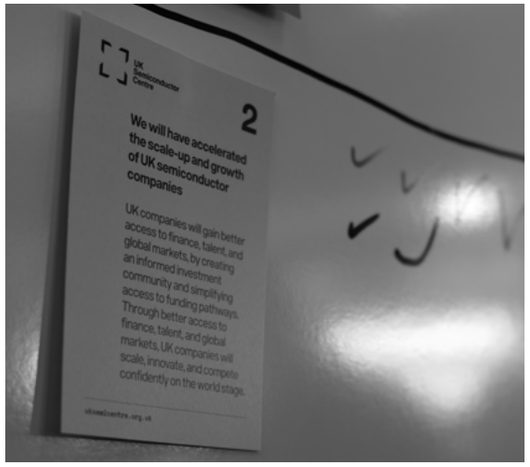
Key challenges and opportunities

- **Infrastructure access (beyond universities):** open foundries, shared pilot lines, validation/warranty capability to unlock customer confidence.
- **Capital & capability:** educate VCs, align public calls with private capital and demand side mechanisms; improve spin out terms and founder support.
- **Pathway transparency and market pull:** mapping scale up pain points; broker earlier links with buyers, OEMs, and system integrators.

What this means

The centre will

- **Clarify funding pathways:** Aim to make it easier for founders to understand and access the right mix of public and private capital at each stage of growth.
- **Engage the investor community and public finance partners:** Seek to grow a network of investors who are confident in semiconductor business models and opportunities. Work with institutions such as the British Business Bank and the National Wealth Fund to help steer more investment towards semiconductor scale-ups. Maintain a regular dialogue so that UK opportunities remain visible and investment ready.
- **Lower diligence barriers:** Explore ways to provide or signpost credible technical and market diligence that helps generalist investors back semiconductor firms.
- **Improve spin out investability:** Encourage clearer and more balanced university IP and equity practices that accelerate company formation and unlock private investment.



Mission 3: Ecosystem & Advocacy

What we heard

The ecosystem is capable but fragmented and opaque. Stakeholders struggle to see "who does what, where," to find facilities/events, and to avoid duplication. UKSC is repeatedly cast as a neutral connector and custodian of knowledge.

Need for a clearer national narrative and standards. Visibility, consistent spin out support, standards that enable scale, and joined up advocacy to government/investors are recurring needs.

Key challenges and opportunities

- **Missing system map & directory.** Opportunity to make the UK legible to insiders and outsiders.
- **Regional silos & duplicated initiatives.** Opportunity to federate clusters, build communities of practice, and share case studies/best practice.
- **Policy and investor understanding gaps.** Opportunity to advocate collectively, link to adjacent sectors (AI/ quantum), and even support VC due diligence signals.

What this means

The centre will

- **Make the ecosystem easy to navigate.** Provide a clear, trusted picture of who does what in the UK so organisations can find partners, facilities and support quickly. Help organisations understand UK fabrication and prototyping options and where international routes are needed.
- **Coordinate the national offer.** Work with trade bodies and clusters so the UK presents a joined up story to industry, investors and government.
- **Build communities that accelerate progress.** Bring practitioners together around priority topics to share know how and unblock common problems.
- **Include SMEs and new entrants.** Ensure smaller firms and emerging regions have a voice in national conversations and access to opportunities.
- **Encourage shared data and sensible standards.** Promote common language and light touch standards that make collaboration simpler across clusters and sectors.

Mission 4: Roadmap and Strategy

What we heard

Consensus: the UK lacks a clear, credible, long term roadmap. Fragmentation, short cycles, and overlapping strategies slow decisions and disperse resources. Stakeholders want focus on niches where the UK can lead, with cross party continuity and regular refresh.

Roadmap must connect research, design, manufacturing, skills and regional strengths, and be simple/visual enough to guide investors, policy, and delivery.

Key challenges and opportunities

- **Choosing priorities (and non priorities):** balancing near term delivery with blue sky R&D to avoid lock in.
- **Linking to demand & adjacent sectors (AI/EV/power/quantum):** aligning government programmes and regional assets. Sustained funding & sovereign capability: including supply chain resilience and removal of trade barriers.

What this means

The centre will

- **Set a national focus.** Build shared consensus on a small number of semiconductor areas where the UK can be distinct and globally competitive.
- **Anchor decisions in evidence.** Maintain a clear view of UK capabilities, gaps, demand signals and international context to guide choices.
- **Co create practical roadmaps to align funding.** Work with industry, academia and government to produce concise, visual roadmaps that show how research turns into products, supply chains and skills. Use the roadmaps as a common reference point so public and private investment pulls in the same direction.
- **Keep it live to learn and improve.** Treat the roadmaps as living documents that are reviewed regularly and adapted to market, technology and geopolitical change. Gather feedback on how the roadmaps are used and update them to improve clarity, uptake and impact.
- **Connect to adjacent sectors.** Link priorities to AI, power, telecoms, defence and other demand drivers, and reflect regional strengths.
- **Feedback** on how the roadmaps are used and update them to improve clarity, uptake and impact.

Mission 5: Workforce & Skills

What we heard

Pipelines are fragile and misaligned. Limited early exposure to electronics/cleanrooms, ageing workforce, and gaps in apprenticeships/technician routes were consistent themes.

Retention and inclusion matter. Regions called for clearer pathways, funded placements, regional pipelines, and attention to diversity (e.g., gender) and social mobility. Visa/cost frictions affect retention.

Stronger education–industry links and practical, modular upskilling/reskilling are needed; don't let skills investment follow boom and bust cycles.

Key challenges and opportunities

- **Awareness & attraction:** the sector is poorly understood by students/parents/teachers; need a compelling story and visible role models.
- **Pathways & affordability:** apprenticeships, technician routes, business skills, paid placements; reduce financial barriers.
- **Regional delivery with national coordination:** share what works (e.g., Welsh activity), align curricula with employer needs, widen facility access without unnecessary qualifications.

What this means

The centre will

- **Make careers visible.** Help people see what jobs exist across design, manufacturing and systems, and show clear routes to get there. Promote apprenticeships, technician pathways, internships and returner programmes alongside traditional degrees.
- **Understand current and future needs.** Build a shared picture of skills gaps by role and discipline so training and hiring can respond to real demand.
- **Create a common framework**. Work with industry and education to align curricula, qualifications and on the job learning into a coherent national approach. Gather feedback, share good practice and refine approaches to improve outcomes over time.

The centre will

- **Inspire the next generation.** Use engaging content and channels to spark interest among young people, parents and teachers.
- **Equip educators.** Provide practical resources that make it easier to teach relevant, up to date material.
- **Champion inclusion and regional access.** Encourage fair access to opportunities across regions and under represented groups.


What
happens
next

How these insights will be used

The insights in this report are intended to inform the UKSC's next phase of activity by providing a shared evidence base grounded in stakeholder experience from across the UK. They are designed to support internal prioritisation, shape ongoing engagement with partners, and strengthen the UKSC's role in coordination and advocacy.

In practice, the insights will be used to:

- inform discussions within the UKSC and with government on areas of greatest shared challenge and opportunity
- help align UKSC activity with the needs and pressures expressed by industry, academia, and the wider ecosystem
- support a clearer, more consistent national narrative when engaging with stakeholders, investors, and international partners
- provide a reference point for future workstreams, analysis, and engagement activity

These insights are not intended to operate in isolation, but as an input alongside existing strategies, evidence, and policy considerations.

Ongoing engagement and refinement

The regional workshop programme represents the start of an ongoing dialogue with the UK semiconductor ecosystem, rather than a one-off exercise. The UKSC intends to continue engaging with stakeholders to test, refine, and build on the insights captured here.

Future engagement may include targeted discussions on specific themes, deeper dives with particular parts of the value chain, and continued collaboration with regional and national partners.

Important caveats on timing and commitments

The timing and sequencing of any future activity informed by this report will be shaped by a range of factors, including wider policy decisions, partner readiness, and resource considerations.

Nothing in this report should be read as a commitment to specific actions, funding, or delivery timelines. References to potential next steps are indicative only and subject to further development, discussion, and approval.

Appendix

The design & delivery team

The regional workshop programme and this consolidated report were designed and delivered by a cross-disciplinary team bringing together expertise in strategy, service design, facilitation, analysis, and stakeholder engagement.

The programme was led by Raj Gawera, Chief Operating Officer of the UK Semiconductor Centre, with a team of specialists from the Compound Semiconductor Applications Catapult and Connected Places Catapult. The team worked closely with regional partners, speakers, and participants to ensure the workshops were inclusive, well-facilitated, and grounded in local context, while maintaining consistency across the national programme.

This collaborative approach ensured that insights captured reflect lived experience across the ecosystem and could be meaningfully synthesised at a national level.

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