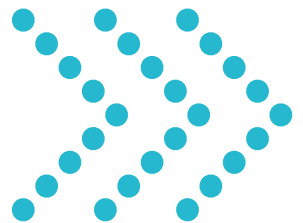




# More Than A Trustee

Guiding an inclusive  
STEM talent pipeline





“

The challenge opens young people's minds to opportunities which are unimaginable. It kickstarts their creative juices around the future.

**Helene Rodger** (she/her),  
Project Director,  
Passion4Fusion

”



“

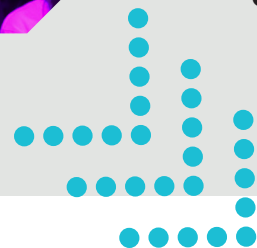
Over the years, it's built me to who I am and it's got me to love who I am.

**Joel Tomy** (he/him),  
Engineering Student  
at University

”



# More Than a Trustee



**173,000**  
Shortfall in STEM workers  
1 in 10 roles unfilled



**20%**  
of engineers & technicians  
expected to **retire** by  
**2026**

**200,000**  
**more engineers**  
trained annually by 2030



STEM workforce has  
**65%** **26%**  
white men women

Increasing the number of women working  
in STEM could increase the UK's labour  
market value by at least **£2bn**

## A message from the Chair

This is the most significant document in our charity's history. It needs to compel you to lend us your talent, relationships and passion to empower the young people with the technical and life skills they need to thrive.

The UK is falling behind other leading nations in building a diverse talent pipeline equipped with the technical knowledge and life skills to engineer better futures. STEM workers account for 8.5% of the UK workforce with engineering contributing an estimated £646bn to economic output yet we simply do not have enough young people entering the STEM workforce.

Each year, we send more young people into the workplace ill-equipped and disenfranchised.

At *FIRST* UK, we use robots, mentors from industry and competitions to build STEM capital, empower young people and break down barriers to progression.

You'll be joining at an inflection point where AI, automation and digital advancement is leaving many behind. You'll help shape and enact our new 5-year strategy positioning the organisation as the UK's most impactful robotics-based education and careers accelerator.

We're backed by some of the world's leading technology businesses including Arm, Bloomberg, Smiths Group, RTX, Qualcomm, Lockheed Martin to name a few.

We've built a sustainable funding pipeline which will see us diversify and grow our income from £1m to more than £2m by 2028 whilst leveraging the relationships to help us achieve more, better, sooner.

The interventions we offer, delivery model, and impact potential are relatively assured. Scaling our provision sustainably and targeting it for maximum return are the defining challenges. I look forward to working with you to overcome them.

**Amelia Gould**  
**Chair of Trustees**





# FIRST TECH CHALLENGE UK & IRELAND

## Who we are

We're *FIRST* UK, an EdTech charity working with 12 to 18-year-olds in schools and youth groups to improve access to STEM enrichment, education, and career opportunities.

Our primary intervention is an industry linked, mentor-supported robotics programme.

## Mission

To make STEM less intimidating, more diverse and inclusive, empowering young people to make informed choices about their future.

## Vision

A world where young people are empowered to explore, challenge and grow into innovators who will take on tomorrow's challenges.



In *FIRST* Tech Challenge UK, teams don't have to just challenge themselves in terms of building a robot. They must also develop a business plan, a strategy for the game itself, plan their own outreach and fundraise.

**Toby Osborne** (he/him), *FIRST* UK Trustee and Assistant Headteacher, Bournemouth School for Girls







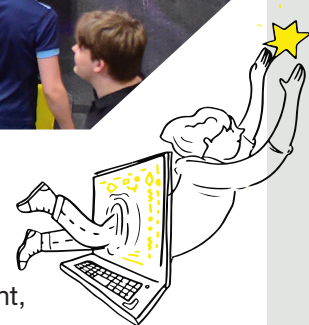
# Our work

At *FIRST UK*, we build more than robots. We make STEM education and careers less intimidating, more diverse and inclusive – using robots, mentors, accredited content, epic competitions, and industry-judged awards.

Over a period of 6 months, meeting weekly with a mentor from industry, young people aged 12-18 in diverse teams of up to 15 learners spend at least 30 hours in the classroom or after-school strategising, designing, engineering, coding, iterating robots before participating in local, regional and national tournaments to earn industry-judged awards.

Our charity provides reusable robotics kits, content, resources, facilitator training, free events, travel and supply teacher awards to enable participation. In addition to our core programme, we conduct outreach, host STEM experientials, undertake employee engagement activities, volunteer training and teacher CPD.

Through *FIRST UK* young people gain the technical knowledge, soft skills and confidence to make informed choices about education and career pathways. By engaging with relatable role models from the workplace they develop practical, hands-on experience not available in the classroom or at home.



In 2024

**50%**

of beneficiaries came from underserved households



**44%**

are girls or non-binary



**37%**

are ethnically diverse



**20%**

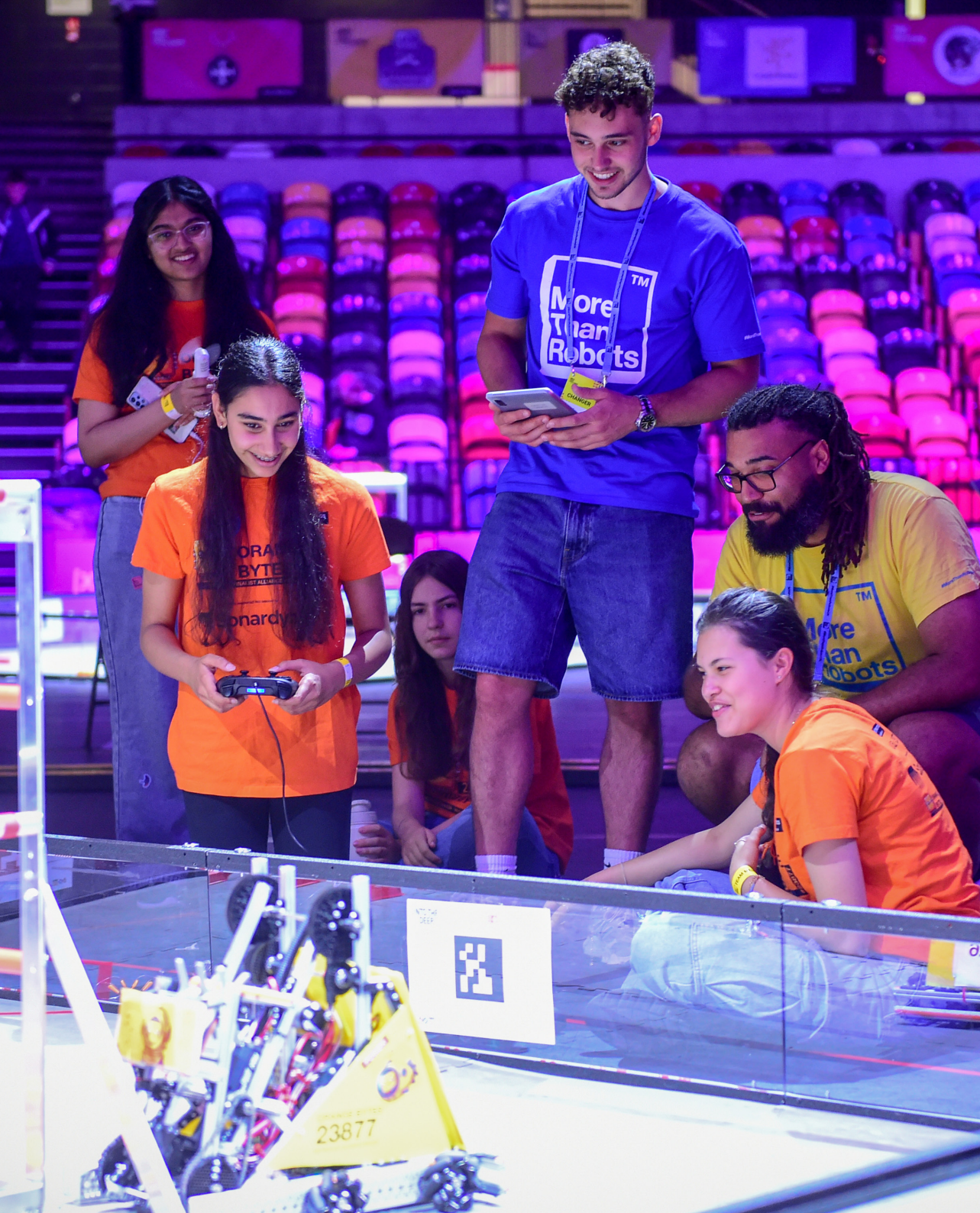
report some form of neurodiversity or SEND



**71%**

now wish to pursue a career in STEM





“

We're cultivating the resilience needed to overcome challenges not just in robotics, but everyday life as well.

**Team member**, InCTRL, Co-op Academy North Manchester

”

“

When I was picking my subjects, I was thinking about going into law, but now I have added computing to my course choices so I can learn more about AI and robotics.

**Jessica** (she/her), Passion4Fusion

”

“

There are so many transferable skills that I've learned: communication, leadership, compromise. There have been so many opportunities that will help me in the future.

**Elizabeth** (she/her), Delphinus, Nonsuch High School for Girls

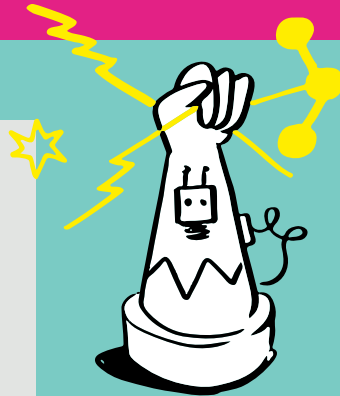
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# What we could achieve together

## Over the next 12 months the charity will:

- Embed industry-linked robotics in over 400 schools nationwide
- Empower >5,000 underserved and underrepresented young people
- Upskill, build confidence and reignite teacher's passion for education
- Quality assure 100,000+ hours of STEM education, careers and life skills enrichment
- Onboard, train and support 600+ 'Game Changer' volunteers from industry
- Deliver 20 regional tournaments and a national championship
- Embed our hyper local, relationship-based organisational structure
- Diversify and grow income from c£1m to £1.5m+
- Test and iterate new delivery methods including holiday clubs
- Expand our Trustees and Advisory board with smart, passionate folk to help us scale



## As Trustee you will be critical in:

- Shaping and driving our 5-year strategy
- Providing critical challenge to the Board, CEO and wider org
- Ensuring the Charity is maximising impact and value for money
- Overseeing robust governance, risk management and continuous improvement
- Making connections which improve our reach, impact and sustainability

It's easy to see why competitions like this really do help students develop the skills they're going to need for the rest of their lives. Honestly, I wish I had something like this when I was at school.

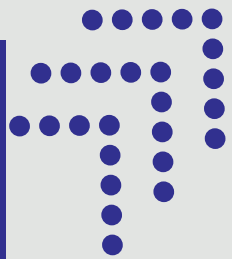
**Spencer Kelly** (he/him),  
BBC Broadcaster, Journalist

## Help us answer:

- How should we scale while preserving the quality of provision?
- How can we diversify and build sustainable income streams?
- How might we better amplify our stories and raise awareness of our work?
- What's needed to achieve 1,2, 3...?



# Scaling impact



## A message from the CEO



As an 18-month old charity hit by a global pandemic in 2020, we've navigated turbulent waters which saw participation drop to below 100 schools, income to £241K, and headcount to three.

We've since rebounded, validated our impact proposition and started to bear away. In 2025 we onboarded more teams than ever to our core programme *FIRST* Tech Challenge whilst maintaining a 90% school retention rate.

We're building a pipeline which will see the Charity operating in 10% of UK secondary schools by September 2026. Our regional hub network of Champion Organisations, universities and industry partners is embedded and growing across all four nations of the UK.

A growing army of mentors and event volunteers (600+) all sharing the mantra 'I wish I had this when I was at school' will deliver more than 50 events in 2026. We've honed our provision and developed gateway products providing a suite of delivery methods and progression pathways.

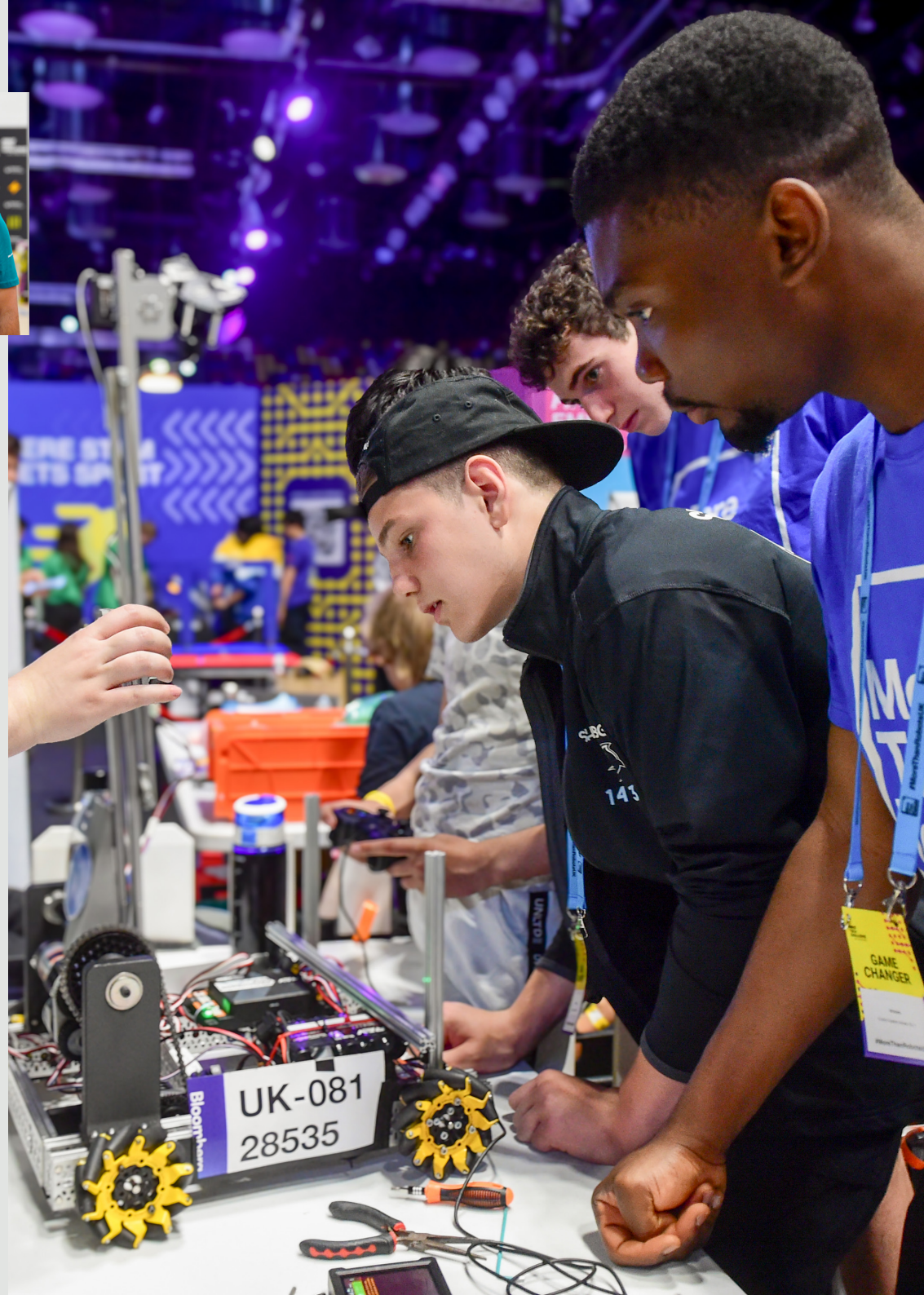
We have a well-defined, scalable operating model driven by a passionate, experienced team who make ideas happen.

Industry partners and funders share the urgency of our mission and want to invest in shifting the dial. Last year *FIRST* UK's income rose to £1m, on track to double over the next three years.

*FIRST* Tech Challenge UK evidence-based and data-driven. As part of the Purposeful Ventures portfolio, we're sharpening the organisation's Theory of Change and developing our first five-year strategy. We're busy integrating the Skills Builder framework and adopting new evaluation methodologies to follow young people over time, track destinations and better articulate our socio-economic impact.

We're not afraid to disrupt, learn and pivot. We believe a charity should want to go out of business. We have a time-critical challenge and need your help to attack it. **Now, let's Build More Than Robots.**

Ed Cervantes-Watson  
CEO





# What makes you More Than A Trustee?

**You're a changemaker not a report reviewer.** You want to drive tangible impact, and fast. You will steward us into a new period of intentional and sustainable growth while holding us to account. Together, we will scale what works, ditch what doesn't and implement approaches that better target and maximise our impact.

## You resonate with being:

- **Passionate** – about education, technology and the future of young people
- **Informed** – using your knowledge to make sound decisions that drive impact
- **Networked** – always looking to connect dots between opportunities and people
- **Commercial** – you want to run a charity like a high-growth tech start-up
- **Critical** – you see solutions, not problems
- **Authentic** – committed to non-tokenistic equity, diversity and inclusion
- **Advocate** – you open doors, raise profiles and drive influence
- **Committed** – to us, our mission, our team, our beneficiaries and your fellow trustees

We'll be leaning heavily on your personal skill set, lived experience and relationships to help propel the Charity forward. You will be generous with your subject knowledge to make us more operationally effective, improve reach, help generate income, increase share of voice, introduce potential partners and attract talent – anything which helps us go faster or better.

## The practical bit

### Time equals impact

Trustees formally meet for 2.5 hours each quarter. Our 2026 impact sessions are:

- **Friday 27 March**  
1500 – 1730 **virtual**
- **Friday 3rd July**  
1000 – 1600 **in-person strategy deep dive**
- **Friday 23 September**  
1500 – 1730 **virtual**
- **Friday 11 December**  
1500 – 1730 **virtual**

We prefer sessions to be about co-creating solutions and opportunities whilst avoiding death-by-reporting.

You will be invited to sit on sub-committees (e.g. fundraising, governance, finance, comms & marketing) relevant to your skills, interests and charity needs. These convene typically once per quarter for two hours and provide ad-hoc support to the Board and leadership team away from quarterly sessions.

Trustees are expected to attend at least one competition and one fundraising activity per year.

What makes *FIRST* even more valuable to Arm is that they're working hard to increase engagement with student demographics that might have initially ruled out tech and robotics as being for them.

**Anna Malan** (she/her),  
Community & Inclusion Lead, Arm



# Ok, I'm in! Now what?



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Foundation™



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## Submitting your application

We're looking to appoint two trustees to be ratified no later than the Q1 Trustees Meeting which you must be available to attend if successful. We ask interested candidates to:

- Upload CV/Profile to the job portal
- Answer three super short probing questions

## Get to know

Candidates who are a strong potential fit will be invited to a short (30-minute) conversation with the CEO. This is an opportunity to learn more about the organisation and interview us.

Following this chat, where the feeling is mutual, you will be invited to meet with the Chair of Trustees and wider board.

- Get-to-know chat with CEO – rolling
- Meet the Chair of Trustees/Board – rolling
- Formal appointment – no later than 27 March

## References and checks

The role of Trustee is unremunerated. Reasonable expenses will be paid for attendance at meetings.

In accordance with our Safer Recruitment Policy, Trustees will be asked for two references which will be conducted by phone and are subject to Basic Disclosure and Barring Service checks upon appointment. You can read our [Safeguarding Policy](#).

## Thanks for considering becoming More Than A Trustee.

