



RICS™

Independent
Non-executive
Management
Board Member



Starfish

Welcome

Dear Applicant,

We are delighted that you are interested in joining the Management Board of RICS as an independent non-executive board member.

As a globally recognised professional body, everything RICS does is designed to effect positive change in the built and natural environments. Through its respected global standards, leading professional progression and trusted data and insight, it promotes and enforces the highest professional standards in the development and management of land, real estate, construction and infrastructure.

RICS's work with others provides a foundation for confident markets, pioneers better places to live and work, and is a force for positive social impact. With over 134,000 highly qualified trainees and professionals, and global coverage, it is ideally placed to influence policy and embed its standards in order to protect consumers and businesses. In doing so, RICS is progressing the development of spaces and places so that they are fit for future generations, in addition to challenges faced in the present.

We are seeking an Independent Non-executive Member to join the RICS Management Board. RICS's ability to maintain a global footprint is reliant on its ability to understand, harness and capitalise on emerging technologies within the professional areas it covers. Therefore, this independent role specifically requires someone with deep expertise and ready-made credibility in the field of technology in the built and natural environment.

This may be your first non-executive role, or you may be an experienced non-executive with the background we are looking for. You will already have an outstanding track record in digital and the strategic development of data and enterprise technology strategies and will use this to support and challenge RICS from a 'future of business' perspective. Whether operating as a consultant, or at a senior level in the built and natural environment, you will bring an excellent understanding of governance and of the strategic context in which RICS operates. You will also demonstrate sound judgement and highly effective influencing and communication skills. RICS is committed to diversity and inclusion and welcomes applicants from all backgrounds.

You can find out more about us at <https://www.rics.org/uk/> If, having considered this brief, you believe you have the skills and qualities we are looking for, I very much look forward to hearing from you.

Paul Marcuse
Chair of the Management Board
Sean Tompkins Chief Executive



Role of the RICS Management Board

The RICS Management Board acts under delegated authority from RICS's Governing Council and is critical to the governance and oversight of the organisation. As such, it informs and oversees RICS's affairs, including approving the Business Plan, working to safeguard RICS's assets, assessing strategic risks and monitoring performance against strategy. The RICS Chief Executive reports quarterly to the Management Board on performance and key activities and the Board in turn reports formally on its activities to the Governing Council at its annual Oversight meeting and at regular intervals during the year.

The Board is comprised of non-members (independent), members of RICS, and RICS Executives. The Management Board's main responsibilities are:

- Approving the RICS business plan developed in line with the strategic objectives set by Governing Council and providing advice to Governing Council on the business plan objectives and direction needed to implement the strategy.
- Monitoring operational and financial performance, the implementation of the strategic objectives and the strategic risks of RICS.
- Overseeing the preparation of, and signing the Annual Report and Accounts.
- Reviewing proposed changes to RICS constitutional documents (Charter and Bye-laws and Regulations) and other regulations.
- Providing oversight of the Remuneration Committee, Finance Committee, World Regional Boards and Market Advisory Panels.

The Finance Committee, Remuneration Committee, four World Regional Boards (UK & Ireland, Europe, Asia Pacific and Americas) and two Market Advisory Panels (Sub Saharan Africa and Middle East) report in to the Management Board, providing updates on activity to each of the quarterly Management Board meetings.



The Management Board is currently chaired by Paul Marcuse, FRICS. Paul draws on his considerable global operating experience to support the CEO and the Business Plan process. His other non-executive roles currently include being Senior Independent Director of a major listed UK Real Estate Investment Trust and a member of the Advisory Board of a large Pan-European Real Estate Investment Manager. Prior to commencing his non-executive career, Paul held executive roles as CEO of AXA Real Estate Investment Managers and as Head of Global Real Estate at UBS Global Asset Management. Paul has also been a member of the RICS Remuneration Committee since July 2014.

Current membership of the Management Board also includes:

- Edgar Li Kwok Wah MRICS, RICS Non-executive Member
- Natalie Cohen, MRICS, RICS Non-executive Member
- Kath Fontana FRICS, RICS Non-executive Member
- Anurag Mathur, FRICS, RICS Non-executive Member
- Rebecca Best FRICS, RICS Non-executive Member
- Sean Tompkins, Chief Executive
- Violetta Parylo Chief Operating Officer

Person Specification

In your formal application, we request that you respond directly to the criteria listed under Part One (Knowledge and Experience). Criteria listed under Parts Two and Three will be further explored at interview for selected candidates. It is expected that the successful candidate will demonstrate the majority of the following:

Part One: Knowledge and Experience

- Outstanding track record in digital and the strategic development of data and enterprise technology strategies for the built and natural environment. The successful candidate will offer detailed knowledge of technology from a 'future of business' perspective.
- Strong and successful leadership track record, ideally gained within a substantial and complex global business.
- Experience of contributing to strategic development, and of monitoring the progress of strategic plans; you will bring experience of interpreting complex performance information.
- Experience of developing and promoting brands internationally, with a sound knowledge of the relevant business considerations.
- Excellent knowledge of scrutiny, governance and oversight.
- High level understanding of the strategic context in which RICS operates, including the competing public trust interests of a professional and regulatory body.

Part Two: Skills and Abilities

- Outstanding communication and interpersonal skills with the ability to debate issues constructively to reach a consensus.
- High analytical capacity with the ability to identify, interpret and evaluate complex information and use probing questions to enable resolution.
- Highly effective listening skills, with the ability to respond to different viewpoints and draw on own and others' expertise in developing thoughts and ideas.
- Highly developed strategic skills, with the ability to evaluate and test strategic plans and budgets, and ensure alignment with RICS vision and objectives.
- Ability to guide and support other Management Board members as well as Executives and other stakeholders.
- Ability to act as an influential thought leader who inspires others.

Part Three: Personal Style and Attributes

- Contributes effectively as a member of a high calibre and accomplished Board.
- Strategic and creative thinker who makes connections.
- Understands and accepts the responsibilities of the role.
- Demonstrates sound and independent judgment and has an inclusive, consultative, collegiate and supportive style.
- Embraces the diversity of professional disciplines within RICS's membership and takes into account the expectations of different communities.
- Available to commit the necessary time and effort to fulfilling the role requirements.

Terms of appointment

Eligibility

This is an independent non-executive appointment. As such, the postholder cannot be a member of RICS.

Remuneration

The role is remunerated on a day rate basis at £340 per day; all reasonable expenses reimbursed in line with expenses policy.

Time commitment

The role normally requires six to eight days per year including preparation for meetings.

- Four Management Board meetings per year (held remotely or at RICS offices in London or Birmingham, UK) with the potential for additional ad-hoc meetings during the year.
- Preparation for Management Board meetings.
- Annual appraisal with the Chair of the Management Board.
- Engagement with the Management Board through the online virtual community as required.

Location

Meetings are held in London, Birmingham or by remote means.

Length of appointment

This appointment is offered on a term of three years with scope to be reappointed for an additional three years up to a maximum of six in total.



How to apply

We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact our advising consultant Juliet.Taylor@starfishsearch.com and we will be happy to arrange a call.

To make an application, please go to <https://starfishsearch.com/jobs/rics-independent-non-exec-management/> and click on the apply now button, with the following prepared:

- your CV (no more than three sides)
- a supporting statement that sets out:
 - why you are interested in this role and how you match the criteria set out under Part One of the Person Specification
 - details of two professional referees
- we would be grateful if you would also tell us about any dates when you are not available to attend interview.

| | |
|---|------------------------------------|
| Search closes | Monday 5th October 2020 |
| Longlist agreed | By Friday 16th October 2020 |
| First stage interviews | w/c 19th October 2020 |
| Agreement of the final shortlist | By Friday 30th October 2020 |
| Final panel interviews | From the end w/c 2nd November 2020 |
| Candidate starts in post | 9th December 2020 meeting |

Appointments are made in line with RICS' Global Appointments Model which is approved by Governing Council and requires an Appointment Panel to be comprised of:

- The Chair of Management Board (Paul Marcuse) who chairs the panel
- CEO (Sean Tompkins)
- An accredited Appointments Expert (AAE) appointed by the Governance Team

Forward meeting dates

Dates for 2021 meetings are currently being agreed but are expected to fall within the months of March, June, September and December.





RICS™



Starfish