



# Candidate Pack for Trustee (People)

**Which?**



# Welcome

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Dear Applicant

At Which? we are defined by our purpose – we’re here to tackle consumer harm by making life simpler, fairer and safer for everyone. We’re trusted by millions for our independence and expertise, but we need to appeal to a broader and more diverse audience to increase our impact.

The Consumers’ Association is the parent charity of the Which? Group and there is no more exciting time to be joining the Association’s Council of Trustees (the Council). We’ve been in business since 1957; we have over half a million subscribers and our brand is truly iconic. Our task now is to make the Which? brand relevant for the next 70 years and beyond. Over the last few years we’ve been busy transforming and we now have ambitions to double our consumer impact and secure Which?’s long term future by 2030.

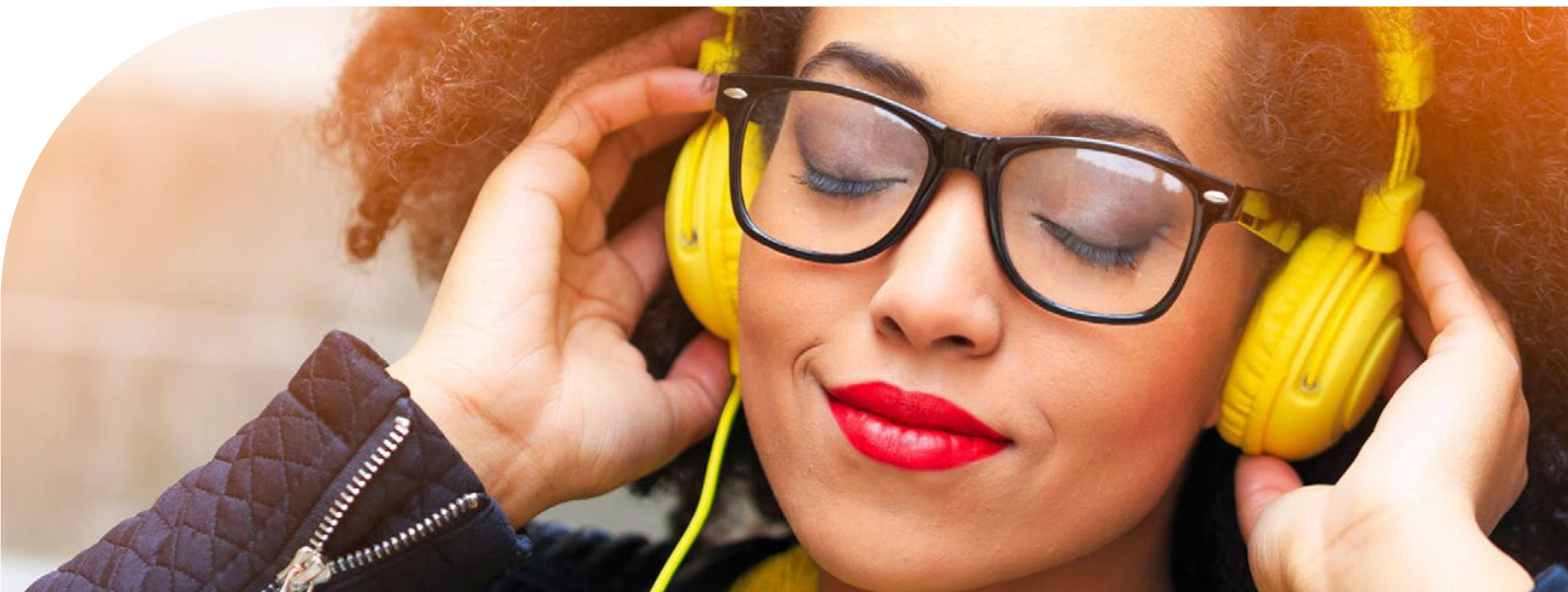
It’s an exciting proposition and we’ve already made good progress. But transformation can be hard, particularly in the current political and economic environment. As Which? changes, we need to ensure our brand and proposition remain relevant: we innovate; we invest wisely, and we face risks head on. This means we’ll need your expertise to support our talented executive team as they lead and inspire an inclusive organisation in reshaping and building new propositions that address what consumers will want and need by the end of this decade.

We are now seeking to appoint a Trustee who can, through their own People and Culture expertise, support our efforts to achieve new, ambitious and transformational objectives by 2030. We are especially keen to hear from people who can contribute their deep experience of delivering measurable culture change and high levels of workforce engagement, as part of a background in strategic People management.

An understanding of how to support pace and brave, consumer first thinking in a digital business is of particular interest to Which? as we look to become more innovative and to grow substantial new revenue streams from digital products and services. We are seeking people who can bring their deep commitment to equality, diversity and inclusivity, as well as our organisational values. You’ll be socially aware and unafraid of challenging the status quo to help us turn our ambitions into reality. We welcome candidates from either a commercial or not for profit background.

If you believe you offer the vision, skill and experience we need to help shape ambitious future, we’d love to hear from you.

Sam Younger  
Chair of the Council





# About Us

The UK charity, the Consumers' Association, and its subsidiary and purpose led commercial business, Which? Limited, form a self-funded, charitable group that's been working for and with consumers since we were set up in 1957. Together as Which? we are a powerful force for good, here to make life, simpler, fairer and safer for everyone.

Our founders wanted to make things better for consumers, raising standards across the board. Today, Which? has more than 1.5 million members and supporters, making us the largest independent consumer body in the UK.

We've had an impressive period of influencing government, regulators and businesses and simplifying and modernising as an organisation. We now have ambitions to double our consumer impact and secure Which?'s long term future by 2030 through significant commercial revenue growth.

This requires a step change from the group, both in terms of the digital solutions our commercial subsidiary offers its customers and in the culture we need to facilitate the change. We need to embrace greater pace, risk-taking and introduce new skills and capabilities across the group, including among our charity trustees.

## Our Impact areas

- Fighting Consumer Rip-Offs
- Ensuring Fair and Safe Digital Goods and Services
- Enabling Consumers to Make Sustainable Choices
- Ensuring Fair Financial Services

## Our Purpose

We're here to tackle consumer harm by making life simpler, fairer and safer for everyone

## Our Vision

By 2026, we'll be more relevant to more consumers, a bigger part of their daily lives than ever before

## Our Annual Objectives

## Our Values

- We **care**
- We're **brave**
- We're **rigorous**
- We're **connected**
- We **make it happen**

## Find out more

For more information see [Who we are](#) and [How we are run](#) and our [2023/24 Annual Report](#).



## Our Governance in practice

The Consumers' Association is the parent charity of the Which? Group. The charity and its commercial subsidiary, Which? Limited, share a vision and work together in complementary ways to make life simpler, fairer and safer for consumers. The group's CEO has responsibility for leading both companies within an agreed governance framework. Both the charity and Which? Limited also delegate to committees to help them fulfil their roles.

This means each body in the group has a different but complementary focus. Keeping this focus helps ensure the right input in the right place, with minimal duplication:

- The Council of Trustees focuses on governance, financial sustainability (from whatever source) and strategy, in particular strategy for delivery of charitable outcomes for public benefit.
- The Which? Limited Board focuses on governing the commercial subsidiary and securing a sustainable income stream for the charity from its commercial activities, consistent with group strategy.
- The CEO and their executive management team (the Leadership Team) focus on the leadership of the group, formulation and delivery of the strategy, business plans and budgets adopted by the charity and Which? Limited.
- The committees focus on undertaking more detailed work specifically delegated to them in specialist or complex areas, answerable to the Council/Board and helping the Council/Board fulfil their roles.

For further information about how we are governed, please visit [Governance at Which?](#) and the [Consumers' Association Annual Report](#).





# Role description

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Role title                      Trustee

Key relationships            Chair, CEO, Council of Trustees, People Director, General Counsel and Company Secretary

## Role purpose

Work with the Council of Trustees of the charity to help define and uphold the group’s vision, mission, values and strategy. Stretch and challenge the executive team’s thinking, supporting them to achieve the charity’s ambition to double its impact by 2030.

## Main responsibilities

- Bring a consumer-first perspective.
- Provide leadership, clarity of purpose and vision and support the CEO and executive team to do the same.
- Ensure the charity operates with integrity and maintains its reputation for trust and independence.
- Champion equality, diversity and inclusion and the group’s values and ensure they are reflected in the company’s decision-making and activities.
- Help define and oversee execution of the charity’s strategy, set annual budgets and approve operating plans.
- Oversee the charity’s financial and operating performance and ensure it is well-run.
- Identify key top and emerging risks and monitor the mitigation of them.
- Review periodically the governance framework for the group, including matters reserved for Council approval.

You will be subject to charity and company law and the other legal duties and responsibilities of a trustee and also of a company director. You will be collectively responsible with your other trustees for the success of the charity and must take decisions in the best interests of the charity, its beneficiaries and other stakeholders. You must exercise independent judgment, reasonable care, skill and diligence and avoid conflicts of interest.

Our Code of Conduct can be found [here](#).



# Person specification – who we are looking for

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## Part One – your knowledge and experience

- The following are **essential** for this role:
  - Significant, broad strategic and operational experience of engaging people and workforces to achieve ambitious outcomes particularly through periods of change in a business looking to become more innovative and to grow new revenue streams from digital products and services at pace
  - experience of delivering measurable culture change
  - experience of developing and / or delivering interventions that support equality, diversity and inclusivity in order to deliver strategic aims
  - an understanding of organisational design in a digital business, and
  - an understanding of reward frameworks and how employee reward contributes to the success of an organisation.
- You will offer a strong track record of senior leadership within a modern, forward-looking organisation of comparable complexity.
- You will understand the role of a non-executive, and the relationship between the Board and Executive team.
- Insight into Remuneration Committee practices may be useful for this appointment.

## Part Two – Skills and Abilities

- Well-developed advisory and mentoring abilities.
- Highly effective communication, interpersonal and influencing skills.
- Effective decision-maker and influencer, able to build and promote trust within and outside the organisation.
- Able to translate Which? strategy, connect the dots, and simplify complex ideas.
- Able to develop effective stakeholder relationships to deliver desired outcomes.
- Highly effective analytical skills.

## Part Three – Behaviours and Style

- Demeanour that generates trust and confidence quickly.
- Collaborative and inclusive style.
- Values-based, with personal ethics that are aligned to the Group's values.
- Independent thinker with sound judgement and facility to challenge the status quo and move us away from group think.
- Socially-aware with a purpose-driven mindset and high capacity for self-reflection.
- Your presence and contribution will help create an environment that promotes effective decision-making by allowing active contributions from diverse stakeholders.

# Terms of appointment

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## Time Commitment

Anticipated time commitment for this role is up to one day per month (increasing if you become a member of a committee or working group).

The Council meets at least seven times a year, generally mid- to late- afternoon to evening, with up to two all-day events. The time commitment also includes preparation time ahead of meetings, informal meetings with other Trustees and acting as a sounding board for Which? colleagues.

## Location

Meetings are usually in person (in our London office) with some virtual attendance.

## Remuneration

This role is offered on a voluntary basis. Reasonable expenses incurred in the course carrying out the role will be reimbursed by the organisation.

## Term of Appointment

The initial term is for three years, subject to approval by members at the AGM, and renewable for a further term.

# How to apply

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To make an application, please go to <https://starfishsearch.com/jobs/which-trustee-people/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A covering letter that sets out your motivation for the role and describes the specific experience you can bring to the appointment.

We would also be grateful if you would complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Closing date for applications is: Friday 4th April 2025

## Recruitment timetable

Closing date	Friday 4th April 2025
Preliminary interviews	Likely to be held in w/c 28th April 2025
Final Panel interviews	Mid-May 2025 (TBC)