



CANDIDATE PACK FOR NON-EXECUTIVE DIRECTORS

Which?



WELCOME

Dear Applicant

Thank you for your interest in our organisation.

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've been in business since 1954, we're trusted by millions for our independence and expertise, we have half a million subscribers and our brand is iconic.

Over the last few years, we've been transforming. Our task is to grow and engage our audience, ensuring that the Which? brand remains compelling in a new digital era. We have ambitions to double our consumer impact and secure Which?'s long term future by increasing our revenue to £120m by 2030.

This means there is no more exciting time to be joining Which? as a non-executive director.

We've made good progress increasing our brand relevance and digital capabilities over the past few years. Our next step change is to ensure our model is sustainable and we have products and services that engage individuals and businesses alike, all in pursuit of helping consumers make confident choices. As Which? changes, we need to ensure our brand and propositions are visible and engaging, we have the right skills and capabilities in the organisation, we innovate, invest wisely and enable a culture of bravery.

This means we'll need to use your expertise to support the talented executive team as they lead and inspire an inclusive organisation in reshaping and building new propositions to address what consumers will want and need in 2030.

We are looking for two new NEDs to join the Which? Limited Board and support our forward development. I hope you enjoy reading more about these great appointments in this pack. And if you believe you would bring the experience and skills we are looking for, I very much look forward to hearing from you.

Harry Gaskell
Chair of the Which? Limited Board



ABOUT US

Which? Limited is a purpose-led commercial business, the subsidiary of the UK charity, the Consumers' Association. Together as Which? we are a powerful force for good, here to make life, simpler, fairer and safer for everyone.

The majority of our revenue currently comes from online content and print subscriptions services, paid for by individuals. Businesses whose products or services earn our endorsement can use the Which? brand in their marketing for a fee. We also generate income from e-commerce and other partnerships, offering great consumer-first businesses an increasingly compelling commercial proposition.

While running our commercial activities we remain 100% independent. We are resolutely consumer-first, not influenced by third parties and we don't accept freebies from product manufacturers or retailers. As a not-for-profit group, all the profit from our commercial businesses supports the activities of the charity.

Our purpose (why we exist)

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

Our 2030 ambition (where we aspire to be)

Double our impact for UK consumers and grow our revenue to £120m, profitably

Our 2030 strategy (how we will achieve our ambition)

Enable confident consumer choices by making markets work better for consumers and providing useful advice and solutions that deliver more value to a growing number of engaged customers (consumers and Businesses)

Our annual organisational objectives for FY 25/26 prioritise the right areas to help us achieve our 2030 strategy

We will continue to concentrate effort where consumers experience the most harm and where we can make most change

Objective 1:

Amplify our impact for consumers

Objective 2:

Increase the engagement of our known consumer audience

Objective 2:

Grow an engaged consumer and business audience in transformational areas

Objective 4:

Increase our pace of delivery for all consumers and our customers

Fighting Consumer Rip-Offs

Ensuring Fair and Safe Digital Goods and Services

Enabling Consumers to Make Sustainable Choices

Ensuring Fair Financial Services

OUR GOVERNANCE IN PRACTICE

Which? Limited is the wholly-owned subsidiary of the Consumers' Association. The charity appoints the Which? Limited Board with the aim of the commercial company providing the charity with an income stream that will support its long-term financial sustainability.

The charity and Which? Limited share a vision and work together in complementary ways to make life simpler, fairer and safer for consumers. They jointly appoint a CEO who is delegated with 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

- for **the Council of Trustees**: governance, financial sustainability (from whatever source) and strategy, in particular strategy for delivery of charitable outcomes for public benefit
- for **the Which? Limited Board**: governing the commercial subsidiary and securing a sustainable income stream for the charity from its commercial activities, consistent with group strategy
- for the CEO and their executive management team (the Leadership Team): the leadership of the group, formulation and delivery of the strategy, business plans and budgets adopted by the charity and Which? Limited
- for the committees: 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 see: [Governance at Which?](#) and the [Consumers' Association Annual Report](#).



ROLE DESCRIPTION

Role title: Non-Executive Director

ROLE PURPOSE

- To stretch and challenge the executive team's thinking around the future of the commercial business and the reasonableness and deliverability of the new commercial strategy.
- To work with the Council of Trustees of the charity and the executive to help define and uphold the group's vision, mission, values and strategy.

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 company operates with integrity and maintains its reputation for trust and independence.
- Help define and oversee execution of the company's strategic plan, set annual budgets and approve operating plans.
- Oversee the company's financial and operating performance and ensure the company 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 board approval.
- Champion equality, diversity and inclusion and the group's values and ensure they are reflected in the company's decision-making and activities.

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



PERSON SPECIFICATION

PART ONE

KNOWLEDGE AND EXPERIENCE

- Candidates will be able to demonstrate strong expertise in at least one of the following areas:
 - Business and commercial acumen gained running an enterprise (CEO/MD or equivalent level), preferably within the SME space or at scale of up to £100m/annum in revenue. Ideally, candidates will demonstrate a track record of setting up and scaling organisations, as well as deal-making (partnerships or M&A).
 - Digital content marketing and editorial oversight which results in innovative output for diverse audiences across a variety of channels – including social media and non-traditional media.
- A robust track record of leading through change and operating within transforming environments.
- An understanding of the role of a non-executive director.

PART TWO

SKILLS AND ABILITIES

- Socially-aware, you bring an understanding of the complexities of different elements of society and how they come together.
- Able to translate Which? strategy and connect the dots, making the complex easy to understand.
- Able to act as a driving force for embracing new ideas and work towards positive change.
- Able and willing to challenge the status quo in an appropriate manner, bold in moving away from group think, demonstrating courageous thinking.
- Able to develop robust relationships with stakeholders, and use these to deliver strong outcomes for Which? Limited.

PART THREE

LEADERSHIP STYLE AND BEHAVIOURS

- A demonstrable alignment with the values and mission of Which?, including our commitment to diversity and inclusion.
- A collaborative and inclusive approach, leveraging the diverse skills and expertise of the non-executive team to create value while maintaining objectivity and consideration for others.
- A purpose-driven mindset, thinking like an activist in addressing societal issues and actively working towards positive change for consumers.
- Supports the creation of an environment that promotes effective decision-making by allowing active contributions from diverse stakeholders. The decisions made should reflect a collective effort and lead to outcomes that are balanced and fair, taking into consideration the varied interests of those involved.

TERMS OF APPOINTMENT

REMUNERATION

This appointment is remunerated at c.£12,500 per annum.

LOCATION

Meetings are usually in person (in our London office) with some ability to attend virtually.

TERM OF APPOINTMENT

The initial term is for three years and renewable for a further term.

TIME COMMITMENT

After the induction phase, the time commitment is expected to average around 1 day per month. Appointees may in future be asked to sit on a committee, which entails an extra day every couple of months. This is based on preparation for and attendance at scheduled board meetings and business outside of meetings.

2025/2026 MEETING BOARD AND COUNCIL MEETINGS

27 November 2025, 1pm-6.30pm in person	Which? Ltd Board
11 December 2025, 4pm to 6.30pm in person	Joint Board and Council
29 January 2026, 4pm to 6.30pm virtual	Which? Ltd Board
12 March 2026, 1pm to 6.30pm in person	Which? Ltd Board
20 April 2026, 5pm to 9pm in person & 21 April all day in person	Joint Board and Council
11 June 2026, 3pm to 7pm in person	Which? Ltd Board
24 September 2026, 2.30pm to 6.30pm in person	Joint Board and Council
26 November 2026, 1pm to 6.30pm in person	Which? Ltd Board
10 December 2026, 2.30pm to 6.30pm in person	Joint Board and Council



HOW TO APPLY

To make an application, please go to <https://starfishsearch.com/jobs/which-neds/> 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.

Deadline for applications is **Monday 15th September 2025**

RECRUITMENT TIMETABLE

Closing date:	Monday 15th September 2025
Preliminary interviews:	w/c 29th September 2025
Final Panel interviews:	w/c 13th October 2025
Informal meetings with the CEO:	Prior to appointment confirmation

