



# Candidate Pack for Trustees

# Welcome

Dear Applicant,

Thank you for your interest in joining our Board at the Charities Aid Foundation as Trustee.

CAF is a social enterprise which serves donors and charities. In the year to April 2026, we distributed over £1.44 billion to more than 130,000 non-profits around the world. We are one of the largest charitable foundations in Europe, working with people, companies, and charities to facilitate and encourage giving, and providing financial services tailored to the needs of charities, including banking, investment and advisory services.



This is a pivotal moment in time for our organisation as we respond to a shifting global environment. Our organisation is undergoing significant digital transformation: CAF Bank has recently completed a successful roll-out of its new customer operating platform, enabling it to improve its services to UK charities. CAF in the UK and CAF in North America is accelerating digital transformation in support of its growth ambitions. Our Board has also been evolving, to anticipate the risk and complexity that defines our times, and to have real impact in terms of CAF's ability to achieve its priorities.

We are seeking two new Trustees to join us, in two distinct, high impact, high quality roles.

One appointee will be a significantly experienced COO or CIO professional who is capable of creating a sense of urgency, of constructively challenging and providing strong Board-level support and guidance to our CEO and Executive Team. This role is critical to our organisation's ongoing digital transformation, with significant responsibility and impact across both Foundation-level and subsidiary activity.

We are also looking for a second individual of exceptional stature, with senior level US / UK philanthropy experience. You will support the Board by validating our strategy and providing guidance on cross-border giving and evolving donor expectations. You will be relied on for your insight, commercial acumen and business development experience, helping CAF extend its reach and impact. This role will also support our ambition to be Centre of Excellence in philanthropy, ensuring our services and products continue to meet the needs of donors and charities in a changing world.

Both appointments will be made in the context of a high-calibre, agile and effective trustee team. We are looking for people who are gifted communicators with strategic reach, highly effective interpersonal skills and self-awareness. You will bring a clear understanding, underpinned by your own practical experience, of the distinct role a Trustee plays, along with the personal presence that generates trust and confidence.

CAF strives for a diverse mix of Trustees to sit on its Board, which represents the societies CAF serves. While successful applicants will always be selected on merit, we particularly seek expressions of interest from talented individuals from all backgrounds and wide-ranging relevant experiences.

If you believe you are able to offer CAF the skills, experiences and qualities we are looking for, I very much look forward to reading your application.

A handwritten signature in black ink that reads "Edward Braham". The signature is written in a cursive, slightly slanted style.

**Sir Edward Braham**  
**Chair of the Board of Trustees**

# About us

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Formed over century ago, CAF exists ‘to accelerate progress in society towards a fair and sustainable future for all’. It uses its social enterprise approach to connect charities, business, and philanthropists together to simplify giving, allowing civil society organisations around the world to access vital funding and other support to enable them to focus more upon the great work they do.

The whole organisation has a workforce of nearly 750. At its heart, the charity has a hybrid workforce of circa 450 with its main operating centre in West Malling, Kent and a London office located in the City. CAF Bank, a for-profit subsidiary provides the UK charity sector with commercial banking services through its workforce of circa 170, also based in West Malling.

CAF America, a not-for-profit subsidiary based in Washington DC and a workforce of circa 130 enables cross-border philanthropic giving.

To read our latest Annual Report, [please click here](#).

## WHO WE WORK WITH

### Charities

CAF enables charities and social enterprises to do more life-changing work through its advisory services, funding, and finance solutions. These include strategy & planning, banking, investments, fundraising tools, and social investment.

### Donors

CAF partners with companies and private donors to realise greater impact with their giving. CAF’s regulatory expertise and sector-leading charity validation ensure effective, quick, and safe cross-border giving.

### Public sector

CAF works with governments, non-profit organisations and charity partners to achieve maximum impact, including delivering large-scale grant making programmes. CAF acts as a voice of the charitable sector with Government, policymakers, and regulators, to ensure appropriate conditions for donors, charities, and social enterprises.

## HOW WE DELIVER ON OUR PURPOSE

### By serving the charity sector

Helping charities and social enterprises thrive is at the heart of what CAF does. As a charity, it understands the challenges – and the value – in being a non-profit organisation. With advisory services, funding and finance solutions, CAF helps other charities carry out life-changing work and strengthen their long-term resilience.

Through its research and policy work, CAF represents the interests of the charitable sector and donors with government, policymakers and regulators. CAF’s research into charity resilience, charity finance, and changes in giving habits, provides key evidence of the challenges faced by the sector, the support it needs, and the ways in which charitable activity and fundraising are challenged by the economic landscape society faces.

CAF’s research informs its work with partners across the charity sector, and engagements with Government on issues of public policy. The Charity Resilience Index, along with the annual UK Giving Report and World Giving Index offer rich insights and set out the long-term strategic challenges for charities presented by current economic conditions.

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## By making giving easier

The charities CAF works with need their donors' generosity more than ever. Whether it is a one-off donation, setting up long-term giving, or embarking on a philanthropic journey, CAF links generous people with causes they want to help. CAF is as ambitious about philanthropy as its donors. CAF aims to be a centre of excellence in grant making, and a leader in social and impact investing, bringing exciting and innovative opportunities to its clients and partners.

CAF partners with Microsoft in the design and development of its new CAF global digital ecosystem, using the very latest technologies to create new and improved services and solutions. This will bring innovation and unique insight to the sector, connecting donors with charities, and supporting growth in giving and impact in the years to come.

## Through international reach

Our presence in the UK, America and Canada enables hundreds of millions of pounds each year to move across borders and arrive safely with thousands of charities to make a greater impact. CAF convenes an international network of like-minded charitable organisations where each partner is an expert in their region. Together, the network promotes innovation, share best practices, and improve cross-border giving. The collective aim is to achieve a global impact, providing donors and charities with a range of ways to give internationally, while ensuring the highest standards of regulatory compliance.

As more people look to give internationally, CAF ensures donations stay secure, cost-effective, and where possible tax advantaged. CAF's verification service ensures funds go to genuine causes and stay compliant with UK (HMRC), US and Canadian rules on foreign donations. As the only organisation of its scale and level of expertise to manage donations to overseas non-profits, CAF ensures the highest standards of regulatory compliance, reducing risk to the reputation of donors.

CAF enables donors to make strategic, impactful gifts to any qualifying non-profit overseas; raise funds across the UK, US, Canada, and EU; or build up a foundation or trust in the most efficient way.



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## OUR FINANCIAL POSITION

Despite challenging economic conditions, CAF has retained control of its costs, and the stability of its position has been helped by additional income from interest earned as rates have remained higher for longer than anticipated. In the adverse economic environment, CAF has continued to distribute record levels of funding to charities and social enterprises in the UK and around the world. Growth has been particularly notable in CAF America, the group's North American subsidiary, where income from both regular giving and third-party giving platforms has increased.

CAF's accounts are consolidated and therefore include income, costs and balance sheets of its charitable and trading subsidiaries in the US, Canada, and the UK. The principal subsidiaries are CAF Bank, CAF America, and the CAF American Donor Fund. The principal sources of unrestricted income arise from operating donor advised funds and fees earned together with income earned from financial assets and interest on loans. Restricted income consists principally of donations to donor advised funds and from legacies. The group balance sheet consists primarily of the unrestricted and restricted charitable funds of the Charity and of its subsidiaries, together with donor client balances where the Charity is acting as agent and CAF Bank depositor balances.

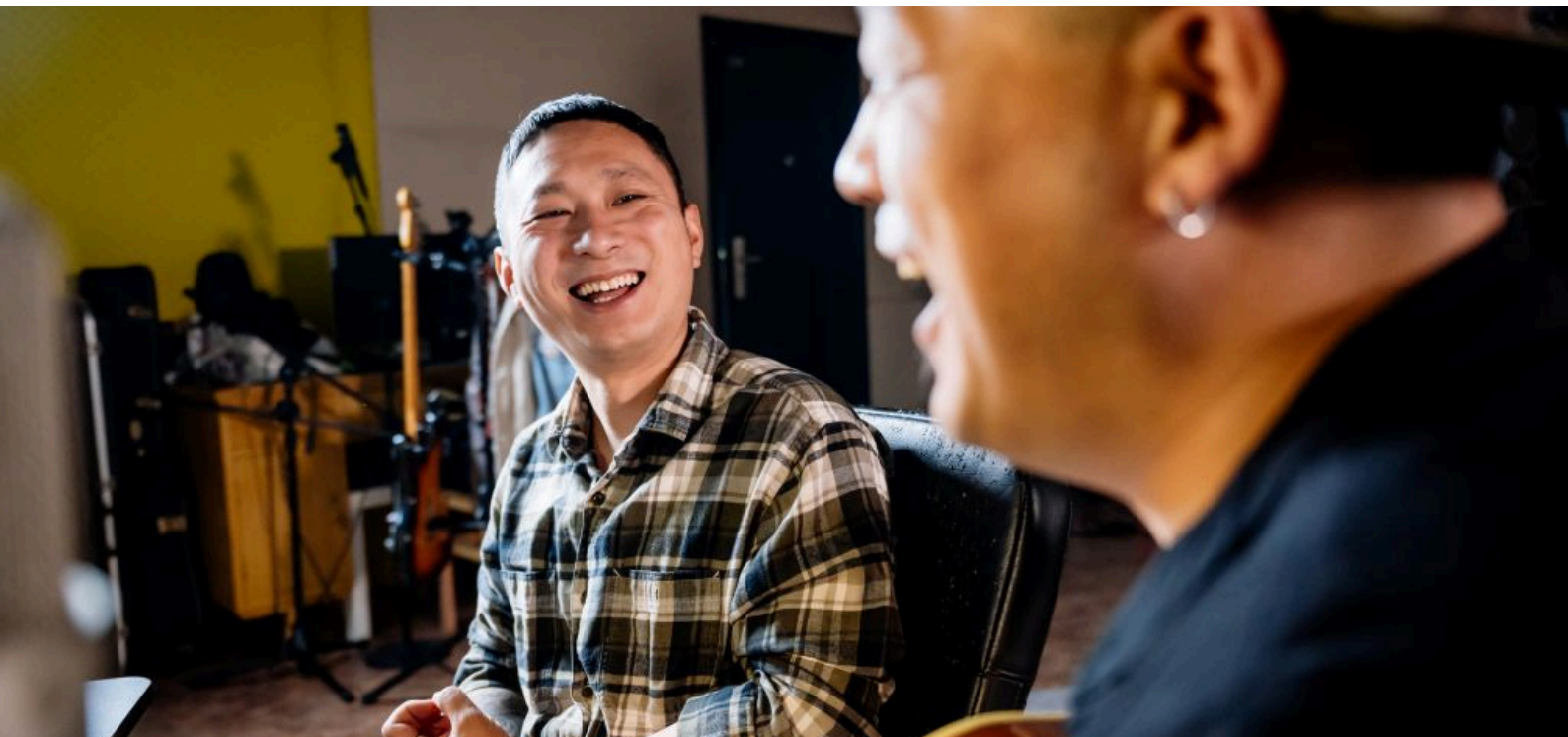
### Restricted funds and donor client balances

As at 30 April 2026, Restricted funds held in respect of our donor advised funds, offering flexibility for donors to suggest onward donations at a later date and to maintain philanthropic capital, increased to £2.35bn. These funds benefited from the high level of receipts, particularly in the US and from the addition of investment income of £22.5m. Financial investments total £1.35bn. Total assets grew from £2.00bn to £2.37bn. CAF's donor client balances, which reflect donations in the course of processing for CAF Give As You Earn and CAF Donate stood at £2.9m.

### Unrestricted funds

At 30 April 2026, group unrestricted funds stood at £113.7m. Total income reached £109.7m. Investment income, including interest receivable, reduced marginally to £29.4m.

The full details of CAF's finances, as well as its policies on reserves and investments are available in the annual report, which for year ending April 2026 will be published in the Autumn.



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## CAF BANK

CAF Bank is a specialist provider for the charity sector, and a key part of CAF Group. The Bank's services are geared towards helping organisations support the people who need them. This includes helping borrowers to find affordable solutions, with any surplus reinvested. Its emphasis on sustainability continues to grow, and charitable clients can now access a range of ESG-focused investment funds. For CAF, this is a vital step towards creating a fair and sustainable future for all.

The Charities Aid Foundation connects charities with funds, and is the sole shareholder of CAF Bank, which helps charities to manage those funds. The bank provides financial services to 14,500 charities and social purpose organisations, ranging from micro charities to large organisations. In the year-to April 2025, CAF Bank recorded a pre-tax profit, which was reinvested back into the Bank's plans for growth.

Products include current accounts, free online banking (including dual authorisation), loans, development funding, working capital, overdraft facilities, and cash flow funding. For individuals, the Bank offers a tailored philanthropic banking service, including social purpose loans.

Looking forwards, the Bank will continue to develop more accessible, secure, efficient products and services. It will continue to empower donors, companies, charities and social organisations by offering banking services to the sector regardless of their size or cause; increasing the number of loans advanced to charities; enhancing their online banking services; and investing in upgrading their IT infrastructure.

### CAF Bank depositor balances and lending

At 30 April 2026, CAF Bank's deposits settled at £1.39bn. Its charity customers continue to provide a strong and stable base of deposits, and a robust funding position underpins CAF Bank's activity. Approximately 80% of CAF Bank's assets are highly liquid, with liquidity buffer eligible assets of £1.15bn at 30 April 2026. Liquidity buffer assets comprise amounts held in the Bank of England Reserve Account, Multilateral Development Banks, UK Gilts and Treasury Bills, plus certain eligible Corporate Bonds issued by Financial Institutions.

To read CAF Bank's latest Annual Report, [please click here](#).



# How CAF is governed

Charities Aid Foundation Group includes CAF in the UK, CAF America, CAF Canada, CAF Financial Solutions Ltd and CAF Bank. Each constituent member benefits from specific governance, oversight, and executive leadership, all reporting up to the group Chief Executive and the Board of Trustees.

Charities Aid Foundation is a registered charity (number 268369) and is governed by a Declaration of Trust dated 2 October 1974 (as amended from time to time). The Board of Trustees is responsible for the management of CAF and oversight of the delivery of its strategic objectives.

The Board of Trustees delegates management responsibility to the Executive Committee, under the current leadership of interim Chief Executive, Caroline Siarkiewicz, who joined in early April. The search for a new permanent Group CEO is underway with an appointment anticipated at the end of June/early July. Below is the latest Group Executive Committee profile.

Certain functions are delegated to the following sub-committees:

- Audit, Risk & Compliance Committee
- Investment, Finance & Impact Committee
- Nominations, Remunerations & Culture Committee

Each sub-committee has specific terms of reference and a Chair appointed by the Trustees. Trustees strengthen the sub-committees by co-opting experts in the relevant field. This delegation is controlled by requiring regular reporting from the Chief Executive and the sub-committees to the Board of Trustees.



# Our Board

## Sir Edward Braham

**Chair CAF Trustees, Member CAF Nominations, Remuneration and Culture Committee**

Edward has been Chair of M&G plc since March 2022 and was previously the Senior Partner of Freshfields Bruckhaus Deringer LLP, the global law firm. Edward was a leading international M&A lawyer, with experience in many industries including financial services. His other appointments include Chair of The Lord Mayor's Appeal Board of Trustees, Chair of the Next Generation Leadership Council, The City UK, a Commissioner for Modern Slavery and Human Trafficking and being a non-executive member of the Board of HM Treasury.



## Owen Pringle

**Vice Chair CAF Trustees, Chair Nominations, Remuneration and Culture Committee**

Owen is a strategic and cultural transformation leader with over 20 years of experience across technology, civil society, media and leadership development. He currently serves as Director of Community Engagement and Global Impact at the Atlantic Institute, based at the University of Oxford.

His previous roles include Partner at Leaders' Quest, Global Director of Digital at Amnesty International, and Chief of Staff at ActionAid International. He has held senior positions at ITN, Sky, and the Southbank Centre, and co-founded a consultancy focused on people-centred transformation.

Recognised by the Financial Times as one of the 100 most influential Black, Asian and Minority Ethnic leaders in technology, Owen's work focuses on building resilient, equitable organisations and enabling leaders to navigate complexity with lasting impact.



## Michael Ashley

**CAF Trustee, Chair CAF Audit Risk and Compliance Committee (ARCC), Member CAF Investment, Finance and Impact Committee**

Mike has held non-executive roles spanning the private, public and third sectors. Until 2023, he chaired the Audit Committee of Barclays PLC. His current roles include chairing the Audit and Risk Committee at the Cabinet Office, Trustee and Treasurer at The Scout Association and Trustee at StepChange. He is a member of the UK Endorsement Board and is a former member of the Charity Commission Board and International Ethics Standards Board for Accountants and Chair of the Government Internal Audit Agency.



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## **DAVID SHALDERS**

**CCAF Trustee (tenure ending June 2026)**

David was appointed to the Howden Group Board on 15 October 2024 and subsequently established the Group Operating Committee, where he serves as chair. David is an experienced COO, leading functions including operations and technology, with 35 years of managing and transforming COO teams in banking, capital markets and insurance. His global experience includes building and operating teams across Asia, EMEA and the USA.

Prior executive appointments include COO and Head of Integration at the London Stock Exchange Group, Group Operations & Technology Director at Willis Towers Watson, and COO at RBS Markets & International Banking. David also served as a Non-Executive Director and Chair of the Risk Committee at TP ICAP.



## **DR PRIYA SINGH**

**CAF Trustee (Tenure ending Autumn 2026)**

Priya is Chair of the National Council for Voluntary Organisations (NCVO) and is ex officio a Trustee. Priya has a background in general practice, specialising in medical law, ethics and patient safety. Following an executive career with a leading international mutual indemnity organisation for healthcare professionals and organisations, she is Chair of NHS Frimley Integrated Care Board, Chair of Buckinghamshire, Oxfordshire and West Berkshire ICB, and Executive Director of the Society for Assistance of Medical Families.



## **SABINE EVERAET**

**CAF Trustee, Member CAF Nominations, Remuneration and Culture Committee, Member CAF Audit, Risk and Compliance Committee**

Sabine is an Independent Non-Executive Director for ING Belgium and Datatec. She is Industry Partner and member of the Investment Committee at Oraxys, a private equity firm specialising in financing growth capital and buy-out activities for companies that develop and market environmentally friendly products or services. Sabine serves as Board Chair on one of the portfolio companies. Prior to this she spent 26 years at The Coca-Cola Company where she held various IT and digital roles, most recently as Chief Information Officer for Europe, Middle East and Africa.



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## **ROBERT VOGTLE**

**CAF Trustee, Non-Executive Director CAF Bank, Member CAF Investment Finance and Impact Committee, Member CAF Joint Renew Committee, Non-Executive Director CFSL**

Rob joined CAF Trustees in January 2023. He was previously the CFO of global investment bank business divisions, regions, and the CFO of bank and non-bank entities. He worked for international banks Citibank, Bankers Trust, and Deutsche Bank, most recently responsible for the DB CFO Division across the UK, EMEA, and Asia Pacific countries.

Rob is a member of the Institute of Chartered Accountants of Ontario, Canada. He was a founding Director of AkarakA Foundation, an International Charity registered in Singapore for 11 years. AkarakA was wound down last year after supporting 493 students obtain a college education. Rob is currently Trustee of Community Wholecare Centres, focused on supporting individuals and communities to live a longer healthy life through LiveWell Centres supporting programs.



## **MEREDITH NILES**

**CAF Trustee, Member Investment Finance and Impact Committee**

Meredith began her career in investment banking, working in New York, Frankfurt and London for Goldman Sachs, where she was latterly an Executive Director covering the consumer and retail industry. She moved into the voluntary sector, working as an Investment Director at venture philanthropy funder, Impetus Trust where she co-led the development of its first sector-specific fund, dedicated to helping charities working to reduce re-offending scale their impact. After the fund was successfully closed, Meredith joined the terminal illness charity, Marie Curie, initially to set up a fundraising innovation department, before taking on the role of Fundraising Director and then Executive Director of Fundraising and Engagement until 2021.

She is currently Chair of the SOFII Foundation (Showcase of Fundraising Innovation and Inspiration), Deputy Chair of Plan International and a Trustee of Trust for London. She also serves as a member of the Shadow Board of Practitioners for the Journal of Philanthropy and Marketing and is a Fellow of the International Advisory Panel at fundraising think tank, Rogare and has previously served as a member of the Standards Advisory Board at the Chartered Institute of Fundraising.



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## **JACKIE LEIPER**

### **CAF Trustee, Chair of CFSL and Non-Executive Director CAF Bank**

Jackie Leiper is an experienced financial services executive and Trustee, bringing over 25 years of pensions, investments and commercial leadership to her role at CAF. As Group Ambassador Scotland and Chair of Lloyds Banking Group's Scottish Executive Committee, she works with local policymakers, businesses and community networks to drive economic growth and create career opportunities across Scotland.

Jackie is Deputy Chair of Scottish Financial Enterprise and a trustee of the Bank of Scotland Foundation, and has led sector initiatives on women's financial resilience, including the CII's Insuring Women's Futures taskforce (2019) and chairing the Gender & Financial Wellbeing Group for the Money & Pensions Service (2020). She was CEO of Embark Group (2022-2024), successfully integrating the business into Scottish Widows Intermediary Wealth.



# Responsibilities of the CAF Trustee role

## MAIN RESPONSIBILITIES

As with effective non-executives in any major organisation, the Trustees will have the following responsibilities:

- To attend Board meetings (ideally in person)
- To assist in the development, validation and oversight of strategy and its execution
- To contribute to discussions on potential new ventures for CAF
- To provide external, independent counsel on CAF's affairs and its governance, representing the interests of all stakeholders
- To contribute to the quality of Board debate by providing appropriate challenge/intellectual analysis, and keeping the focus on strategic issues
- To play an active and positive role in the direction of the organisation's activity, applying their own particular experience and background to the continued development, reach and impact of CAF

## WHO WE ARE LOOKING FOR

### Your knowledge and experience

- Alignment with one of the following criteria is essential to be considered:
  - a significant track record as a COO / CIO within complex, regulated (specifically within financial services), mission-driven organisations, and of holding strategic ownership over digital, operations, transformation and organisational performance, or
  - senior-level UK / US philanthropy experience, with deep knowledge of philanthropic advisory, giving mechanisms and grant-making practice, as well as the ability to translate donor needs and market insight into clear strategic direction.
- You will bring substantial leadership experience, including experience of working as part of, or closely with, the boards of other substantial organisations, ideally with similar reach and influence.
- An understanding of CAF's global footprint (particularly UK / US), and the impact of this on the organisation's governance priorities, strategy and operations.

### Your skills and personal attributes

- Strategic thinker with a big picture outlook and interest in current affairs.
- Sound, independent judgement; you have the confidence to participate in complex and nuanced debate about key strategic issues facing CAF and to challenge constructively when appropriate.
- Highly effective communication, interpersonal and diplomatic skills; you are somebody with a reputation for building trust and rapport quickly.
- Has the personal presence and self-awareness to garner confidence and respect.
- Ability to work effectively as a member of a senior team.
- Committed to CAF's aims and priorities; you are available and willing to devote the necessary time and effort to the role, and have the ability to work well and to high standards with other Trustees, advisers and executive colleagues.

*CAF strives for a diverse mix of Trustees to sit on its Board, which represents the societies CAF serves. While successful applicants will always be selected on merit, it particularly seeks expressions of interest from talented individuals from all backgrounds and wide-ranging relevant experience.*

# Terms of appointment

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## 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.

## LOCATION

CAF's HQ is based in West Malling. It has an office in London which is located on the 3<sup>rd</sup> Floor at 30 Old Broad Street.

## TIME COMMITMENT

Circa 12 days per annum. This includes attendance at four Board meetings each year. (This role may be invited to serve, or support on one or more sub-committees.)

## TERM OF APPOINTMENT

Three years, subject to renewal for a further term of three years.



# How to apply

To make an application, please go to <https://starfishsearch.com/jobs/caf-trustees/> 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 **Tuesday 1st September 2026**.

Recruitment timetable

**Closing date:** Tuesday 1st September 2026

**Preliminary interviews:** w/c 7th & 14th September 2026

**Final Panel interviews:** w/c 28th September 2026

