



ice

Thomas
Telford Ltd

Chair Thomas Telford Limited

October 2026

Welcome

Dear Applicant

Thank you for your interest in joining the Board of Thomas Telford Ltd (TTL) as our next Chair.

We are the trading company of the Institution of Civil Engineers (ICE). We were created in 1971 to provide additional income to support the Institution's charitable activities. Each year our profits are gift-aided to the ICE. Accordingly, our strategy is long term in its view, and our vision is to establish TTL and our customers as leaders in shaping a more sustainable future.

The business is diverse, and following an intense period of digitisation, we've now turned our attention fully to long term diversification. Current business areas are

- The NEC contracts and project management services, widely used for projects in the built environment in the UK and overseas (<https://www.neccontract.com/>)
- A conference venue in the ICE's HQ building at One Great George Street, in the heart of Westminster (<http://www.onegreatgeorgestreet.com>)
- ICE Training provides technical and non-technical skills development for ICE members and non-members, both online and face-to-face (<https://www.icetraining.org.uk>)
- Our job-board provides online recruitment services for the Civil Engineering and projects sector (<http://icerecruit.com/>)

In 2023, TTL embarked on a digitisation programme designed to offer our customers more effective ways of using training services and NEC contracts. A wholesale change management programme supported the addition and development of digital skills in the business. This has been a success, and we are now assessing further opportunities to assist our customers with their workflows, as well as overseas development, and business diversification. The ICE is supportive of our growth strategy and is encouraging TTL to invest to support long term growth.

Our current Chair is approaching the end of her final term and we are now seeking a successor. This role requires a strong track record of strategic leadership and business diversification. It is likely that you have experience of driving the growth of B2B businesses into new markets, ideally as the CEO of a £30m+ business. As the Chair of a wholly owned subsidiary, you will manage our relationship with our shareholder and work closely with our Managing Director. You will be a skilled and inclusive leader who knows how to get the best from a diverse board. Highly developed influencing, diplomacy and team working skills are essential as is your strategic intelligence and appreciation of good governance.

If you believe you can bring the skills, experiences and personal qualities we need, we very much look forward to hearing from you.

The role of Chair

We are seeking an individual with suitable experience to join the Board as Chair to continue the development of the Board and support the Management Team in delivering the strategy.

Responsibilities:

- Lead the TTL board in ensuring that it fulfils its responsibilities for effective governance and financial performance.
- Chair meetings of the board to time, agreeing the agenda with the Managing Director.
- Work in partnership with the Managing Director supporting her to fulfil the company's strategic objectives and acting as coach and mentor when required.
- Lead the board in strategic discussions and decisions to achieve the company's vision.
- Develop and maintain a collaborative and cohesive board with diversity of skills and experiences suitable for future, visionary thinking, encouraging individual contributions and alternative views to determine the best outcomes.

The board has both Executive and Non-Executive Directors. The NEDs include both members and non-members of the ICE, and all serve for a maximum of two 3-year terms. The Shareholder is represented on the board by the Director General and the CFO.

Who we are looking for

Your knowledge and experience

We are looking for an outstanding individual who can demonstrate experience of most, if not all, of the following:

- Business diversification;
- The development and commercialisation of digital workflow tools for B2B markets;
- Growing B2B businesses in new markets, at home and overseas;
- CEO role(s) in £30m+ turnover businesses with demonstrable experience in making strategic decisions between different growth options (experience in digital information, SAAS, or workflow businesses would be particularly relevant).

Your skills and personal attributes

- An open, honest, friendly, questioning, and challenging approach.
- A leadership style and approach to doing business that fits with the company's values and principles.
- A strong understanding and demonstrable experience of good corporate governance – ideally holding a relevant professional qualification.
- Sympathy with the ethos and risk appetite of a not-for-profit shareholder.

Terms of appointment

Time commitment

It is expected that the Chair is involved for on average seven days per year, attending five regular Board Meetings, a longer annual strategy day, and one ICE Trustee board meeting. The Chair also meets regularly with the MD and with the Director General of the ICE. The Chair serves on the ICE Group remuneration committee which meets twice yearly, and the TTL nominations committee which meets as required.

Remuneration

£14,800 per annum with reasonable expenses reimbursed in line with ICE policy.

Equal Opportunities

The Panel warmly welcomes applications from all who are interested in the role and encourages applications from women and those of BAME backgrounds.

How to apply

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

- your CV or equivalent biographical information.
- a covering letter that sets out your motivation for applying for this appointment, and why you think your knowledge and experience make you suitable.

We would be grateful if you would also 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.

The closing date for applications is Friday 8th January 2027.

Recruitment timetable

Closing date for applications	Friday 8th January 2027.
Informal discussions for selected applicants	w/c 1st and 8th February 2027.
Formal interviews for shortlisted candidates	Thursday 11th March and Tuesday 16th March 2027.