

**Your voice, our future**



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**CONSUMERS' ASSOCIATION**

Trustee appointments 2020



## Welcome from Sam Younger

Dear Which? member,

When I first met some of you at the Annual General Meeting (AGM) last year, like everyone else, I had no idea that we were to be thrown headlong into such an extraordinary year.

It takes a robust, focused organisation to face a global pandemic and its economic consequences and to ask 'what can we do?'. I'm proud that Which? has done just that. Our staff have worked determinedly from their homes to help consumers who are, or were, confused, worried, out of pocket or disadvantaged because of COVID-19. They have made sure we continue to provide an invaluable service in uncertain times.

It also takes an open organisation to face up to the social issues brought into sharp focus by the Black Lives Matter movement and to look ahead to the potential opportunities and challenges for all UK consumers – whatever their ethnicity, age, geographic location or social mobility – on issues such as Brexit, the very rapid digitisation of our world and environmental sustainability.

I strongly believe Which? is on the right track, but has much more to do to become the truly diverse and inclusive organisation we are committed to it becoming. I have no doubt that the ongoing changes to our governance arrangements and, in particular, the Trustee appointment process changes approved at last year's AGM, will make a positive difference to our progress.

The introduction of this new process for appointing Trustees is designed to help bring new perspectives into the organisation and enable Which? to be more responsive to the external environment – and little did we know just how relevant that would be this year.

This booklet is your invitation to vote as part of our new Trustee appointment process. The process design is based on your feedback and we are very grateful for the overwhelming support we received from our members at our 2019 AGM to enable its adoption.

We hope you find it clear and that you will continue to show us your invaluable support by voting.

Our Annual Report for the year will be available on the website from the end of October, where you will see more information on what has been a truly unique year for Which?.

So thank you for your membership. At a time when UK consumers need a champion more than ever, the value of your support cannot be underestimated.

**Sam**  
Chair  
Council of Trustees



## Introduction to our voting process from Donald Grant

Dear Which? member,

I am pleased to launch the new way to vote for Trustees of the Consumers' Association.

You can now vote for all Trustees over a three-year cycle. Trustees will be recommended by our governing body, the Council of Trustees, and new Trustees appointed by the Council will need to be approved by members within a year of their appointment.

So this year, for the first time, you are being asked to vote to approve five individuals, all of whom are being recommended unanimously to you by the other Trustees. Our reasons are set out on page 5.

### ***Why we have changed the process***

This new process follows a detailed review of different voting methods as part of our 2019 independently led governance review. We wanted to:

- better enable the Council of Trustees to oversee Which?'s complex range of activities
- increase our accountability to members
- ensure we have independent support and challenge as part of our selection process.

The new process is described in more detail on page 4 of this booklet.

### ***Who you are voting for and how to vote***

You are being asked to vote in favour of Sam Younger, Dorothy Burwell, Harry Gaskell, Sharon Grant and Mélanie Griffiths as Trustees.

Sam, Dorothy and Harry were chosen as new Trustees after an extensive search process led by our Nomination Committee. We advertised (including in our magazine) and searched for individuals who would bring diversity of thought and complementary skills and experience to the Council of Trustees.

Sharon and Mélanie were originally elected by you as Trustees under our old election model. Mélanie has served one year and Sharon has served three years. Both have come to the end of their first term.

If approved by members each Trustee will continue for up to three more years, until the 2023 AGM. Any reappointment at that point will require further approval by members.

So please do your part in helping Which? to remain the champion of UK consumers and use your right to vote.

**For instructions on how to vote, please refer to your enclosed voting paper and turn to page 12 of this booklet.**

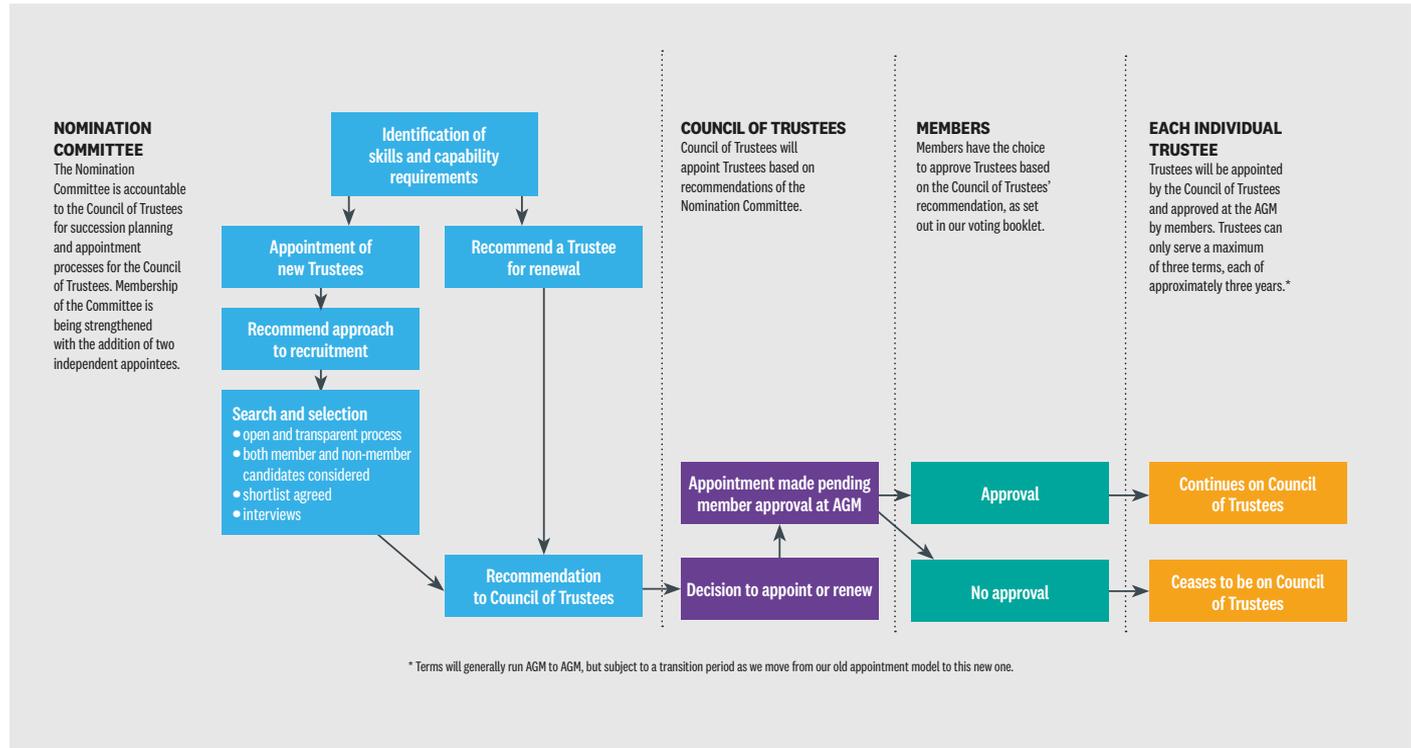
Thank you for your support. We welcome feedback on this new voting booklet at [council.appointments@which.co.uk](mailto:council.appointments@which.co.uk).

### **Donald**

Deputy Chair

For and on behalf of the Council of Trustees

# Our new model for Trustee appointments



## Recommendations for your vote

This year, members are being asked to vote to reappoint five Trustees: our new Chair, Sam Younger; and four other Trustees – Dorothy Burwell, Harry Gaskell, Sharon Grant and Mélanie Griffiths.

As explained in Donald's letter on page 3, Sam Younger, Dorothy Burwell and Harry Gaskell are new to the Council of Trustees, having been appointed since the 2019 AGM. They were chosen after an extensive search and selection process led by our Nomination Committee and appointed pending your approval via this vote.

When we undertook our search last summer, we were looking for an experienced Chair and for individuals with strong digital, strategic communications, commercial or policy experience to expand and complement the skills and experience of our Council of Trustees and bring further diversity of thought.

We worked with a specialist recruitment agency, Green Park, and advertised the roles in our magazine and on our website. A panel of Trustees led by our former Deputy Chair, Jenny Oscroft, interviewed 10 candidates in total, bringing five candidates through to the final stage. The Council of Trustees was delighted to support the recommendation of the selection panel and the Nomination Committee to appoint Sam, Dorothy and Harry as Trustees, with Sam as the Trustees' new Chair.

Biographies for Sam, Dorothy and Harry can be found on pages 6 to 8.

**The Council of Trustees recommends the appointment of Sam, Dorothy and Harry to you.**

Sharon Grant and Mélanie Griffiths were elected as Trustees by members under our old Council election process. Sharon was appointed in the 2017 election ballot and is reaching the end of her first three year term. Mélanie was appointed by members at the 2019 AGM to fill a short term vacancy of one year on the Council of Trustees.

The Council of Trustees wishes to continue to benefit from Sharon and Mélanie's experience during this period of change, where continuity is helpful and their different perspectives and skills contribute to the richness of our discussions.

As their initial terms are due to expire at the 2020 AGM, members are being asked to vote to enable Sharon and Mélanie to continue as Trustees. Their biographies can be found on pages 9 to 11. In Mélanie's case, given the unusually short duration of her initial term, we have also included the personal statement she made in last year's election when you chose to elect her.

**The Council of Trustees recommends the reappointment of Sharon and Mélanie to you.**

**For instructions on how to vote, refer to the enclosed voting paper and turn to page 12 of this booklet.**

# Biographies

## Sam Younger CBE (Chair of the Council of Trustees)



**Sam joined the Council of Trustees of the Consumers' Association as its Chair in January 2020. He is an experienced Chair, with a strong understanding of the environment in which charities operate. Sam brings a broad range of experience to the Association, having held roles as the Chief Executive of the Charity Commission and Chair of the Electoral Commission.**

Tenure: Appointed by the Council of Trustees as a Trustee and to Chair the Council of Trustees from 1 January 2020.

Roles and Committee membership:\* Chair of the Council of Trustees (2/2), Chair of the Nomination Committee (1/1), Member of the Remuneration Committee (1/1), Subsidiary Commercial board attendee (3/3).

Sam has been Chair of Voluntary Service Overseas since November 2018 (Vice Chair from November 2014) and of CILEx Regulation since November 2015. He is also a member of the independent advisory group for Marston Holdings Limited, a judicial services company. From April 2014 to April 2020, Sam was also Senior Independent Director at the Advertising Standards Authority. From 2010 to 2014, Sam was the Chief Executive of the Charity Commission. Prior to that he was the Executive Chair of the newly formed Electoral Commission. He has also acted as Interim Chief Executive for the Electoral Reform Society, Shelter and Bell Education Trust. Sam's earlier roles include that of Director General of the British Red Cross and Managing Director at the BBC World Service, where he also spent his early career.

\*The numbers in brackets represent the number of meetings the Trustee attended between their start date and 30 June 2020 compared to the number of meetings held.

## Dorothy Burwell



**Dorothy was appointed to the Council of Trustees in December 2019 to fill a strategic communications role, enhancing the breadth of skills and experience on the Council of Trustees. She brings significant experience in communications and branding, particularly in the digital environment.**

Tenure: Appointed by the Council of Trustees as a Trustee from December 2019.

Roles and Committee membership:\* Trustee (2/3), Member of the Remuneration Committee (2/2).

Dorothy is a Partner and Global Board Member at Finsbury, a global strategic communications consultancy, where she leads global marketing. Dorothy has advised clients in a variety of sectors including consumer, natural resources, financial services, transportation and capital goods to enhance their visibility and purpose through campaign based action and digital strategies. Dorothy is the Chair of Trustees and President of the London (UK) Chapter of The Links, Inc., supporting women and youths from disadvantaged communities, and is a director of Post Holdings, a US consumer packaged goods company. Dorothy began her career at Goldman Sachs where she worked in the Firmwide Strategy Group and Natural Resources Group.

\*The numbers in brackets represent the number of meetings the Trustee attended between their start date and 30 June 2020 compared to the number of meetings held. Dorothy was unable to attend one Council of Trustees' meeting due to a prior engagement that was scheduled pre-joining.

## Harry Gaskell



**Harry was appointed to the Council of Trustees in December 2019 to enhance the commercial and digital experience of the Council of Trustees. He brings significant experience in taking advantage of opportunities and managing the risks inherent in moving from legacy technology platforms to new systems.**

Tenure: Appointed by the Council of Trustees as a Trustee from December 2019.

Roles and Committee membership:\* Trustee (2/3), Member of the Remuneration Committee (1/1).

Harry is Ernst & Young's (EY's) UK and Ireland Chief Innovation Officer, responsible for ensuring EY uses digital technologies to support its clients' transformations. Previously, he was Managing Partner of their Advisory business. Harry has also worked for Capgemini, Anderson Consulting, NETG Applied Learning and Sema Group and has over 25 years' consulting experience helping organisations make major changes involving strategy, process, people and IT. Harry is a Trustee of the STEM Skills Trust, Chair of the Employers Network for Equality and Inclusion, and a member of the Court of Governors of the University of Arts, where he also chairs the Finance Committee.

\*The numbers in brackets represent the number of meetings the Trustees attended between their start date and 30 June 2020 compared to the number of meetings held. Harry was unable to attend one Council of Trustees' meeting due to a prior engagement that was scheduled pre-joining.

## Sharon Grant OBE



**Sharon was appointed as a Trustee by members in the 2017 election ballot. She is a champion for vulnerable groups and has significant experience in supporting and working with them to get their interests heard at national and local government levels.**

Tenure: Elected as a Trustee by members in November 2017 with effect from February 2018.

Roles and Committee membership:\* Trustee (7/7), Member of the Council Policy and Campaigns Sub-group (4/4), Member of the Member Governance Committee.

Sharon has focused her career on health and social care and consumer representation. Sharon is the Chair of both the social enterprise Public Voice, which focuses on user engagement, and of Healthwatch Haringey, and is also a Trustee of the Bernie Grant Arts Centre Partnership. She was Chair of the former Commission for Patient and Public Involvement in Health, and subsequently the passenger watchdog London Travelwatch. She has also served as a consumer representative at the Food Standards Agency, and chaired the Haringey Citizens Advice Bureau for several years. Sharon was awarded an OBE in 2014 for services to the community and arts.

\*The numbers in brackets represent the number of meetings the Trustee attended in this financial year ending 30 June 2020 compared to the number of meetings held.

## Mélanie Griffiths



**Mélanie was appointed as a Trustee by members in the 2019 election ballot, filling a short term vacancy arising from a Trustee retiring early. Mélanie’s background is in finance and banking. She explains in her personal election statement from the 2019 Trustee election ballot that she combines this with a strong belief in the need for accountability of organisations to society. She has a keen interest in sustainability.**

Tenure: Elected as a Trustee by members from November 2019.

Roles and Committee membership:\* Trustee (3/3), Member of the Investment Committee (1/1), Member of the Member Governance Committee.

Mélanie started her career in management consulting, working for Accenture and then Deloitte, where she was seconded to Barclays to help develop and implement an approach to ‘Treating Customers Fairly’. Mélanie has built a career over 15 years at JP Morgan & Chase where she is currently an Executive Director advising clients on investments, credit and estate planning. She is an affiliate of the Chartered Institute for Securities and Investments, is regulated by the Financial Conduct Authority and holds a number of professional qualifications.

In view of the recency of Mélanie’s appointment, for reference we include her candidate statement from the last Council election in 2019, at which she was appointed.

\*The numbers in brackets represent the number of meetings the Trustee attended between their start date and 30 June 2020 compared to the number of meetings held.

## Mélanie Griffiths: 2019 candidate statement

‘I am a mother of 3 young children looking to offer my skills to a not-for-profit organisation in order to keep me intellectually challenged (as much as I love Peppa Pig!). To the extent that I am willing to commit my skills & time on an unpaid basis, I feel it should be for an organisation I am truly passionate about. That organisation is “Which?”!

I moved to Edinburgh, aged 13, not speaking any English, nor knowing anyone other than my mother. I saw my mother struggle not knowing how things worked in the UK, who to turn to for advice etc. “Which?” was the only trusted source of advice we could rely on. It provided tangible, hands-on, practical help. No nonsense!

Fast forward a few years, I gained a BSc (first class honours) and MSc from Manchester University, landed a fast-paced career in the City and married a Welshman (a “Which?” subscriber of course!).

I am currently working for the second largest company in the World at a grade of Executive Director. I believe I would bring to the trustee role unrivalled insights into large organisations and a wealth of commercial acumen. My current role sees me interacting with C.E.Os, Board Members, Trustees & Charitable Foundations on a daily basis – it requires a strong backbone & I am not afraid to challenge the status quo!

Whilst I could list many relevant experiences – from helping Barclays implement “Treating Customers Fairly” guidelines to being elected to the “UK Employee Forum” representing my company’s 12,000 UK employees – the best feature I can bring to the role is the young girl in me who had the distinct feeling that her mother was being taken advantage of and developed an insatiable thirst to fight on behalf of those less able to. Whenever I challenge large organisations I feel angry thinking that – in addition to me – “oversights” may be happening with vulnerable individuals (the elderly, the disabled etc.) or those simply too busy to scrutinise their bills. This is why I can not think of an organisation with a wider reach than “Which?”, where I can have a bigger impact.

If elected, I will strive to hold myself accountable to subscribers. I feel strongly that both individuals (from a young age) and organisations (both private & public) should be held accountable – which is exactly what “Which?” does, often far more effectively than government.’



## TO VOTE **ONLINE**

Please go to the following website:

[www.cesvotes.com/ca2020](http://www.cesvotes.com/ca2020)

You will need to enter both parts of the Security Code printed on the enclosed voting paper.



## TO VOTE **BY PHONE**

You will need a touch-tone phone. Everything you enter will be read back to you and if you make a mistake at any stage you can press # to go back to the previous stage.

- 1 Dial 0800 197 4620**
- 2 Enter each part of the Security Code printed on the enclosed voting paper when prompted to do so.**

The telephone service is available 24 hours a day.



## TO VOTE **BY POST**

Please complete the enclosed voting paper and return it in the prepaid envelope provided.

Alternatively, post to:

**Civica Election Services  
The Election Centre  
33 Clarendon Road  
London N8 0NW**

Voting closes at NOON on THURSDAY 3 DECEMBER 2020