

**Your voice, our future**



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**CONSUMERS' ASSOCIATION**

Trustee appointments 2021





## Welcome from Sam Younger

Dear Which? member,

After another strange and demanding year, I'm pleased to be inviting you to vote on the reappointment of five of our trustees – members of the Council of Trustees of the Consumers' Association, responsible for the overall governance of Which?.

Although we are still living with the uncertainty of the pandemic, the past 12 months continue to show me that our work at Which? to tackle consumer harm and make life simpler, fairer and safer for consumers has never been more relevant. I look forward to sharing more of the impact we've delivered for consumers in our Annual Report that will be published in October. In the meantime, on behalf of all of the trustees, I would like to extend my gratitude to you and your fellow members for your ongoing support and involvement. I hope that in these difficult times Which? has made your life just that bit easier – whether that's through our new scams alert service or our insightful reviews and advice.

As a valued member of Which? you have a say in how we're run through your right to approve the appointment of our trustees. This is the second year of our new approvals process, implemented after a wide-ranging governance review and supported overwhelmingly at our 2019 AGM.

Under this process, I am pleased to be able to invite you to vote on the appointment of five individuals, each for a term of three years, with each of the appointments being recommended to you by the Council of Trustees. These individuals will only be able to continue as trustees if the majority of votes are in favour of their appointment. Some individuals are familiar faces at Which?

and some are newer to their roles. In Council's view, each brings a passion for our work and contributes to the diversity we need to govern this important and multifaceted organisation and grow its appeal to an even wider audience. You can find out more about how the Council of Trustees reached its decision to recommend these appointments and read more about how trustees are appointed on pp.4-5.

The individuals that we are inviting you to vote to continue as trustees are:

Shirley Bailey-Wood MBE  
Christine Forde  
Donald Grant  
David Woodward  
Christopher Woolard CBE

I would urge you to take the time to read each of their profiles and then to cast your votes. Instructions on how to do so can be found on p12 of this booklet and on your enclosed voting paper.

Your votes and voices as members matter to us. I look forward to as many of you as possible having your say about the recommended trustees and, for those of you who are ordinary members, also joining us at the AGM later in the year.

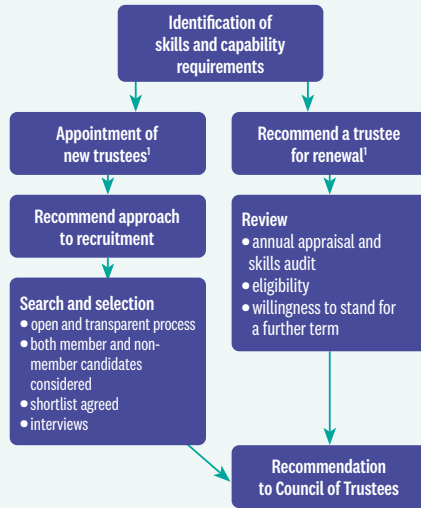
Thank you again for your support,

**Sam Younger**  
**Chair, Council of Trustees**

# Trustee appointment process

## NOMINATIONS COMMITTEE

The Nominations Committee is accountable to the Council of Trustees for succession planning and appointment processes for the Council. Membership of the Committee includes independent appointees with recruitment expertise who bring an independent view on the organisation's needs. They also provide assurance on the fairness and openness of our trustee recruitment process.



## COUNCIL OF TRUSTEES

Council of Trustees will appoint trustees based on recommendations of the Nominations Committee.

## MEMBERS

Members have the choice to approve trustees for a term based on the Council of Trustees' recommendation, as set out in our voting booklet. Each trustee's appointment must be approved at the first AGM after their appointment and each time it is proposed to renew their term.

## EACH INDIVIDUAL TRUSTEE

Trustees will be appointed by the Council of Trustees and approved at the AGM by members. For a trustee to be appointed or reappointed, a majority (i.e. more than 50%) of member votes cast for that trustee must be in favour.



<sup>1</sup> Terms are for approximately three years and will generally run AGM to AGM. Trustees cannot serve for more than three terms other than in very exceptional circumstances.

If you would like to know more about the governance review that led to members voting to adopt this appointment process, please visit [which.co.uk/governance](http://which.co.uk/governance)

# Recommendations for your vote

The Council of Trustees governs the Consumers' Association and is responsible for setting the strategy for the Which? Group and for monitoring and scrutinising its delivery to enable our success. If you would like to learn more about our trustees, please visit our website: [which.co.uk/trustees](http://which.co.uk/trustees)

## **How do we ensure that the Council of Trustees has the right skills and experience?**

Our Nominations Committee comprises trustees and Which? Limited board members. It also has two independent members appointed for their recruitment and board diversity experience and who also report annually to the Council of Trustees on the fairness and robustness of our recruitment process.

The Council of Trustees' annual appraisal process and skills audit, led by the Nominations Committee, highlights gaps we may fill through appointment, considers how the balance of skills and experience needed may change as our strategy evolves, and informs committee membership and trustee reappointment recommendations.

## **How are recommendations for appointment and reappointment reached?**

Each year, the Nominations Committee considers and makes recommendations to the Council of Trustees on the reappointment of trustees who are reaching the end of a three-year term. If eligible to serve for a further term a trustee's skills and experience in relation to the Council of Trustees' needs are considered along with their ability to commit time to the role.

For new appointments, an extensive search and selection process is led by the Nominations Committee. In this year's report to the Council of Trustees, the independent members noted our focus on attracting a wider, qualified, and diverse set of candidates as well as confirming that the search and appointment process was fair, transparent and inclusive.

## **Who is being recommended for reappointment at the 2021 AGM?**

This year, the Council of Trustees is recommending that members vote to reappoint five trustees: Shirley Bailey-Wood MBE, Christine Forde, Donald Grant, David Woodward and Christopher Woolard CBE.

In 2020, we recruited for a new trustee with policy and campaigning experience to expand and complement the Council of Trustees' collective skills and experience and to bring further diversity of thought. The role was advertised widely to encourage applications from people from a variety of backgrounds. An independent Nominations Committee member along with two trustees made up the selection panel. The Council of Trustees was pleased to support the recommendation of the selection panel and the Nominations Committee to appoint Christopher Woolard CBE as a trustee. Christopher's biography can be found on p10.

Shirley, Christine and Donald were elected as trustees by members under our old Council election process, while David was appointed as a trustee by the Council of Trustees, following an open recruitment process. Details of their previous appointments can be found with their biographies on pp6-9. Together these trustees bring a broad range of skills and experience to the Council of Trustees, covering, among other areas, finance, operational management, risk management, professional regulation and digital transformation. With their terms due to expire at the 2021 AGM, members are being asked to vote to enable them to continue as trustees to promote stability and consistency of governance.

**For instructions on how to vote, refer to the enclosed voting paper and turn to p12 of this booklet.**

# Biographies

## Shirley Bailey-Wood MBE



**Shirley was first appointed as a trustee in 2015 and was reappointed in 2018. She brings significant commercial and general management experience together with a depth of understanding of standards setting and compliance, from a career focused on digital information services and from working closely with consumer bodies, regulators, government and industry.**

Roles and committee membership\*: Trustee (9/9), Group Audit & Risk Committee (4/4), Council Policy and Campaigns Sub-Group (2/2).

Shirley is Group Director, Knowledge at BSI Standards Limited, responsible for the standards development team and related commercial and service functions. She joined BSI in 2004 as operations director for its standards division, and was director of publishing from 2011 to 2014. Her previous positions include vice president of the chemistry and pharmaceuticals division at Thomson Scientific and European sales and marketing director for Maxwell Communications. Shirley was awarded an MBE in 2012 for services to the knowledge economy.

\*The numbers in brackets represent the number of meetings the trustee attended in this financial year ending 30 June 2021 compared with the number of meetings held during their appointment.

## Christine Forde



**Christine was first appointed as a trustee in 2018. Christine is a solicitor with commercial expertise and experience of professional regulation including legal services, health and education for over 25 years. She also brings significant experience of professional regulation and the governance and transparency standards required to maintain consumer trust.**

Roles and committee membership\*: Trustee (9/9), Remuneration Committee (1/1), Nominations Committee (4/4), Council Policy and Campaigns Sub-Group (2/2).

Christine is associate director for Public Facing Services Transformation at the Office of Qualifications and Examinations Regulation (Ofqual), based in Coventry, with responsibility for service improvement and has been at Ofqual since 2015. She has experience of transforming a broad range of services including ensuring that digital technologies are harnessed to provide improved customer service. Christine is also an adjudicator at the Solicitors Regulation Authority. She was previously a member of the Academy for Healthcare Science Regulation Council and legal chair of the Investigating Committee at the General Chiropractic Council. Christine's professional regulatory expertise focuses on protecting members of the public from the risk of harm.

\*The numbers in brackets represent the number of meetings the trustee attended in this financial year ending 30 June 2021 compared with the number of meetings held during their appointment.

## Donald Grant (Deputy Chair)



**Donald was first appointed as a Trustee in 2015 and reappointed for a further term in 2018. He brings significant experience of operational and commercial management, governance and in digital transformation. He also brings consumer rights and campaigning experience through his voluntary roles outside of Which?.**

Roles and committee membership\*: Trustee and Deputy Chair (9/9), Council Policy & Campaigns Sub-Group Chair (2/2), Policy & Advocacy Committee Chair (1/1), Nominations Committee (3/4).

Donald is a Chartered Engineer with a degree specialising in digital electronics, and is currently a director in estates at the Houses of Parliament. He has previously had more than 20 years of operational, commercial and strategic experience in several global manufacturing organisations in both the UK and abroad, and from starting and running a successful digital technology business. Donald has been involved in voluntary and campaigning groups for many years, and is Vice Chair of the Glasgow Airport Users' Consultative Committee. He has also been a STEM ambassador and club leader, promoting science, technology, engineering and maths to young people.

\*The numbers in brackets represent the number of meetings the trustee attended in this financial year ending 30 June 2021 compared with the number of meetings held during their appointment.



## David Woodward



**David was first appointed as a trustee in 2018. He is a qualified chartered management accountant with more than 30 years of post-qualification experience. His wide experience includes finance, commercial and risk management. He has successfully supported organisations across multiple sectors in strategy development and the delivery of business transformations.**

Roles and committee membership\*: Trustee (9/9), Joint Pensions Working Group Chair (2/2), Group Audit & Risk Committee (4/4).

David has been a non-executive director (NED) of the Hinckley & Rugby Building Society since 2015 and is vice chair, senior independent director and chair of its Audit and Compliance Committee. He was recently appointed as an interim NED to United Lincolnshire Hospitals NHS Trust, a short-term appointment to support the Trust and chair its Finance, Performance and Estates Committee as it moves forward through the recovery phase following the impact of Covid-19. Previously David has held finance director roles at Express Dairies and National Express and, more recently, non-executive director roles at Lincolnshire Community Health Services NHS Trust and Market Harborough Building Society.

\*The numbers in brackets represent the number of meetings the trustee attended in this financial year ending 30 June 2021 compared with the number of meetings held during their appointment.

## Christopher Woolard CBE



**Christopher was appointed as a trustee in April 2021 to enhance the policy and campaigning experience on the Council. He brings a depth of experience in consumer policy and regulation (in particular in the money sector) as well as experience in how to engage policymakers to achieve system change for the benefit of consumers.**

Roles and committee membership\*: Trustee (3/3), Policy & Advocacy Committee (1/1).

Christopher is a Partner at EY, and Chair of their Global Financial Services Regulatory Network. Prior to EY Christopher spent 25 years in public service, including at the Financial Conduct Authority – where he was a member of the Board and interim CEO, Ofcom, the BBC and Civil Service. He led the FCA’s work on consumer issues, including support for mortgage payers during the pandemic, new rules on high-cost credit, payday lending and the Business Interruption Insurance court case. He has worked extensively on innovation and technology projects. Christopher also chaired the Woolard Review of Unsecured Consumer Credit.

\*The numbers in brackets represent the number of meetings the trustee attended in this financial year ending 30 June 2021 compared with the number of meetings held during their appointment.





## TO VOTE **ONLINE**

Please go to the following website:

[cesvotes.com/ca2021](https://cesvotes.com/ca2021)

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 using these methods closes at NOON on 25 November 2021.

**If this voting booklet came with your magazine, you will find your voting paper attached to the carrier sheet (the piece of paper that has your address on it).**  
**If you need a replacement voting paper, contact [council.appointments@which.co.uk](mailto:council.appointments@which.co.uk)**

