



The 5% Club
Candidate Briefing Pack
Chair of Trustees

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| Welcome

Dear Candidate,

Thank you for your interest in becoming Chair of Trustees at The 5% Club.

Recent years have brought unprecedented challenges: a pandemic that disrupted early careers, a cost-of-living crisis that disproportionately affected the most vulnerable, and rapid technological change that continues to redefine the future of work. Throughout this period, our mission has remained both clear and urgent - to champion high-quality “Earn and Learn” opportunities and to ensure workplace learning is accessible, inclusive and transformative for all.

We are proud of the progress made. Through our growing and increasingly diverse membership, an expanded and respected Accredited Membership Scheme, sustained policy engagement, and credible research and thought leadership, we have built a movement where best practice is recognised, collaboration is encouraged, and measurable impact is evident. Our work not only highlights the challenges within skills and workforce development, but actively contributes to practical solutions - from supporting employers to create meaningful opportunities to influencing policy that enables long-term change.

We are now at a pivotal moment in our journey. Having strengthened our governance and operational foundations, we are on a clear growth trajectory and ready to shape the next phase of our strategy.

We are seeking a strategic and experienced Chair who can lead the Board with confidence and clarity, bringing sound judgement, strong governance expertise, and a collaborative, supportive style. This is an exciting opportunity to guide the organisation through its next stage of development and to work closely with me as Chief Executive in advancing our shared ambition.

We look forward to exploring this opportunity with you.



Mark Cameron OBE
Chief Executive

About The 5% Club

The 5% Club is a national dynamic movement of employers committed to "[Earn and Learn](#)" as part of building and developing the workforce they need for a socially mobile, prosperous and cohesive nation. We exist to help our [Members](#) and all employers increase further the number, quality and range of Earn and Learn opportunities across the UK. By joining The 5% Club, our Members aspire to achieve 5% of their workforce in Earn and Learn positions (including apprentices, sponsored students and graduates on formalised training schemes) within five years of joining.

The 5% Club now represents over 1250 organisations with 2m employees, of which almost 121,000 are in on-the-job training - an average, of more than 6% across the movement. Our mission is rooted in employers taking a proactive role in addressing the UK's critical skills challenges. It's about developing people with the right skills to forge meaningful career paths and its members represent some of the gold standards of training and skills development.

We want roles such as apprenticeships, sponsored student placements, graduate programmes and up-skilling to be accessible to all. By "all," we mean the spectrum of Britain's social diversity – racial, cultural, gender, age, background and more. The end goal is to drive up shared prosperity in the country by enlisting all manner of organisation sizes (from SMEs, for whom "5%" means one person - to FTSE100 household names employing tens of thousands) as Members, who then sign the Charter committing to building a workforce with at least 5% of their employees in Earn and Learn roles.

The 5% Club has strong connections to the Government, industry bodies and education partners and this plays a huge part in advocacy and change.

To find out more about what we do, visit our [website](#).

Our Purpose

We inspire positive action for increased and accessible workplace learning

Our Vision

A prosperous and skilled Nation supported by universally available and esteemed workplace learning opportunity for all.

Our People

Mark Cameron OBE	Chief Executive
Gill Cronin	Director of Operations
Helen Tanner	Member & Events Manager
Lindsay Conroy	Director of Policy and Strategic Engagement

Board of Trustees

David Mercer	Current Chair
Faheem Khan	
Faisal Mahomed	
Charlene Sagoe	
Ritika Wadhwa	

Read more about our people [here](#).

| Our Impact

We have published our 2024–25 Impact Report, highlighting a year of remarkable growth, innovation, and influence across the national skills landscape.

Key Highlights from the Report:

- 229 employers participated in the annual Employer Audit, with 194 achieving the Club’s Accredited Membership standard - including 65 Platinum awardees.
- The Business Leadership Council, chaired by Rt Hon Anne Milton, was launched to amplify employer influence in national skills policy.
- Original research, including “The Journey to Green Jobs”, provided new insights into the UK’s preparedness for a low-carbon workforce.
- The launch of the Skills Gauge gives policymakers real-time insight into employer views on training, reform, and workforce planning.
- The National Employer ‘Earn and Learn’ Awards celebrated excellence in employment, diversity, quality, and innovation across sectors.



| Strategy

Having successfully completed a significant period of consolidation - strengthening governance, back-office systems, and operational processes to create a stable and sustainable foundation - we are entering a confident phase of strategic growth. With this strong infrastructure in place, there is a valuable opportunity to shape and formalise a clear, forward-looking strategy aligned with the our ambition and capability.

Membership growth and diversification – targeted growth among SMEs, public sector institutions and underrepresented sectors, while leveraging improved systems to better understand member needs and increase engagement across services.

Policy influence and advocacy – deepening engagement with government departments and campaigning to ensure the Growth & Skills Levy remains equitable and fit for purpose for learners of all ages.

Innovation and impact measurement – refining the Accredited Membership Scheme, exploring the introduction of an Impact Dashboard, and strengthening the evidence base through contemporary research on the evolving nature of work and skills.

Enhanced member experience and services – expanding The 5% Club Academy and Special Interest Groups, and scaling the consultancy offer to support Accredited Members in optimising workplace learning and HR systems.

Collectively, these priorities position us ready to deepen our impact, strengthen our voice, and provide the new Chair with an exciting opportunity to help shape the our next chapter of growth and influence.

| Annual Report & Accounts

To learn more about our work in 2024/25, including our activities and financial performance, please read our Annual Report and Accounts. A full PDF version is available for [download here](#).

| The Role

Time commitment

Typically averages around 1-2 days per month, including quarterly Board meetings, committee meetings, preparation time, and occasional external representation. Additional time may be required for policy engagement, stakeholder events, or annual strategy workshops.

Additional time may be required during periods of organisational change or strategic review.

Term of Office

A 3-year term, renewable once (subject to board approval and governance guidelines). All appointments are subject to review against performance and the needs of the Board

Remuneration

This is a voluntary, unpaid role. Reasonable expenses will be reimbursed in line with policy. Details of the expenses policy can be provided on request.

About the role

The Chair of the Board provides strategic leadership to the charity, ensuring it is well governed, financially sustainable, and delivering meaningful impact for its beneficiaries. The role requires an experienced and collaborative leader who can support the Chief Executive, guide the Board, and uphold the highest standards of charity governance.

We are seeking an individual with substantial senior leadership experience, ideally a current or former business leader within an employer organisation, and prior experience as Chair of a commercial company, non-profit organisation, or charity. Experience in environments involving policy engagement or multi-stakeholder representation would be advantageous.

The Chair does not participate in day-to-day operations of the charity and maintains a strategic, governance led oversight role.

Key responsibilities

Governance Leadership

- Lead the Board in ensuring the charity fulfils its mission, complies with its governing document, and meets all legal and regulatory requirements (including Charity Commission expectations).
- Ensure the Board operates effectively, with the right balance of skills, diversity, and experience. Lead regular Board effectiveness reviews and support ongoing trustee development.
- Uphold the principles of good governance, encouraging constructive challenge, accountability, and high ethical standards.

Key responsibilities continued...

Strategic Oversight

- Work with trustees and the Chief Executive to set the charity's long-term vision, strategy, and priorities.
- Ensure appropriate systems are in place to monitor performance, impact, and risk. Oversee the quality of impact reporting, ensuring the charity communicates its outcomes effectively.
- Champion organisational learning, innovation, and responsiveness to change in the external environment.

Supporting and Challenging the Chief Executive

- Provide support, guidance, and constructive challenge to the Chief Executive.
- Maintain a strong, transparent, and trusting working relationship with the Chief Executive.
- Undertake formal annual appraisal of the Chief Executive and ensure the Board supports their performance and development.
- Act as the Chief Executive's point of escalation for urgent or exceptional decisions requiring Chair involvement.

Board Leadership & Culture

- Chair Board meetings effectively, ensuring inclusive and balanced discussions and clear decisions.
- Ensure committees function effectively and are properly delegated while maintaining appropriate oversight.
- Build a collaborative board culture, encouraging diverse perspectives and maintaining a focus on beneficiaries. Lead succession planning across the Board – and supporting Committees – and ensure recruitment reflects diversity and skill needs.
- Lead trustee recruitment, induction, and succession planning (except for the recruitment of a new Chair).

External Representation

- Act as an ambassador for the charity, representing it with key stakeholders, funders, partners, regulators, and the media (as appropriate).
- Support the Chief Executive and senior team in relationship-building with donors, sponsors, and strategic partners.
- Promote the charity's reputation and influence within relevant sectors. Represent the Charity in policy, advocacy and employer-facing forums where appropriate.

Risk, Finance & Compliance

- Ensure robust financial oversight, including budgeting, audit, reserves, and investment policies.
- Oversee risk management and ensure the Board receives timely information to make informed decisions.
- Ensure the charity maintains high standards in safeguarding, health & safety, data protection, and other statutory areas. Provide assurance over internal control systems and review the annual report and accounts prior to approval.

Person Specification

Essential Experience

- Significant senior leadership experience in a business, employer organisation, or large operational environment.
- Prior experience as Chair of a commercial company, charity, or non-profit.
- Experience of organisational governance, strategic planning, and risk oversight.
- Experience supporting or overseeing a Chief Executive or senior leadership team.
- Demonstrable experience building high-performing boards or teams.
- Experience engaging with Government, regulators, or policy-influencing environments.

Desirable Experience

- Experience in the charity sector, voluntary or community work, or public service.
- Experience with fundraising, commissioning, or managing external partnerships.
- Knowledge of relevant regulatory frameworks (e.g., Charity Commission guidance, safeguarding, data protection).
- Experience within a membership organisation or skills/employability-focused sector.

Skills and Competencies

- Strong strategic thinking and the ability to translate insight into practical direction.
- Excellent communication, facilitation, and interpersonal skills.
- Ability to chair meetings effectively and foster inclusive discussion.
- Integrity, independence of mind, and sound judgement.
- Ability to analyse complex information and make evidence-based decisions.
- Commitment to diversity, equity, and inclusion.
- Confidence in ambassadorial and stakeholder-facing roles, including ability to represent the organisation publicly, including handling media or public scrutiny if required.

Personal Attributes

- Genuine alignment with the charity's mission and values.
- Collaborative, supportive, and low-ego leadership style.
- Ability to challenge constructively and hold others to account.
- Resilient, calm under pressure, and capable of navigating ambiguity.
- High ethical standards and commitment to trusteeship responsibilities.
- Comfortable operating in high-visibility environments and representing the charity in national settings.

| How to apply

If you are interested in this fantastic opportunity, please provide the following with your application:

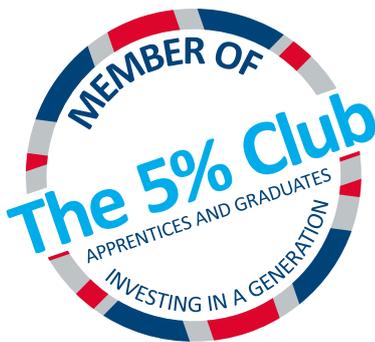
- An up to date CV with the details of two referees. We will not contact them without your prior permission.
- A supporting statement which addresses how you meet the criteria for the role, and explains your motivations for applying.

All applications will be handled by our recruitment partner, Trustees Unlimited. Please send all applications to applications@trustees-unlimited.co.uk.

If you would like to have an informal conversation about the role, please contact Melissa Baxter on 07789 985 229 / melissa.baxter@trustees-unlimited.co.uk.

Closing date for applications: Monday 30th March 2026

Interviews with The 5% Club: Week commencing 20th April 2026



www.5percentclub.org.uk

Company Number: 10301475

Charity Number: 1179354