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Chair of the Board

An executive search proposal



Chair Recruitment
Proposal
10th March 2021

Transforming leadership,
inspiring change

Peridot



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**Victoria Agbontaen,
Imperial College Union
Beit Quadrangle, Prince Consort Road, London, SW7 2BB**

Sent by email to: icu.board@imperial.ac.uk

Dear Victoria and Selection Committee Trustees,

Thank you very much for inviting Peridot Partners to submit a proposal to support you with the recruitment of a Chair for Imperial College Union. It was a pleasure working with Imperial College Union last year to recruit Tom Flynn, and we'd love to continue that relationship.

Part way through the Managing Director recruitment campaign last year the full effects of the pandemic hit with the UK's first lockdown. We moved to a fully digital process and successfully delivered a positive and robust campaign, which serves as one of my proudest career achievements.

I can think of no better example of a campaign which shows our ability to deliver no matter what challenges are presented to us.

Jill Finney, also a Peridot appointment, has made a significant contribution to Imperial College Union during her time on the board. It is imperative that we find a suitable successor who can support the Union in its next phase of development.

From speaking with Victoria, I understand that you recently ran a recruitment campaign successfully for Trustee appointments but failed to find a suitable candidate for your Chair role. I also understand from that conversation that leading an inclusive recruitment campaign to encourage women and candidates from ethnic minority communities to apply is important as the board is currently not representative of your membership in those areas.

We know that more diverse boards have better debates and better decision-making processes, think more innovatively, and generate more creative solutions, and we have proven that we can help you with this.

We are the market leader in Students' Union recruitment campaigns at both board and executive levels. Our work in 2021 alone has seen us partner with 6 different Unions on almost 20 different board appointments. Our most recent campaign was with King's College London Students' Union, where we have appointed two women from Ethnic Minorities. This campaign is of particular relevance as one of the Candidates will Chair the SU's Performance, Strategy and Commercial Subcommittee.

One of those appointments is Head of Charities & Citizenship for a leading UK bank and was featured on the Empower Top 100 Ethnic Minority Leaders list. Our other appointment is a Director of Strategy and Business Improvement for a £1.8bn Hospitality operation, this person was recently invited by the UK Government to help lead the UK's response to Black Lives Matter.



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In 2020, 30% of our board appointments were people from ethnic minorities. No matter what the skillset required, we always strive to ensure that our appointments reflect our society and that organisations have a choice of people who represent the beneficiaries they support.

Recruiting for Chairs in SU's is uncommon due the unique governance of Unions. We have recently appointed many Chairs to charities including the boards of Croydon College, Croydon Business Improvement, West London College, Richmond-Upon-Thames College, Carers UK, Voice 21, Public Law Project, Gingerbread, Conservatoire for Dance & Drama, Mountbatten Group, DACS, Anti-Slavery International and Vista. This is a big part of Peridot's work and we have the expertise to successfully attract and appoint chairs to a wide range of organisations across the charity and public sectors.

This recent experience gives us very active networks of relevant people with appropriate values and impressive governance & board leadership skills.

We believe our strong track record of successful appointments lies in our ability to understand the individual requirements of our clients, develop a trusting relationship, investing substantial amounts of time in researching people we wish to target based on our clients' needs, and providing our candidates with a realistic view of how they can add significant value to an organisation as a board member.

We have attached a detailed track record of completed board appointments, and appoint over 200 board members per year, and our work in this area is constantly growing.

We hope that you enjoy reading our proposal and feel free to contact us with any questions.

Bilgin Yuksel | Business Manager



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About Peridot:

We love what we do, and we do it with passion.

We work with organisations that want to grow and value good leadership.

Placing purpose and quality before profit, Peridot Partners is an executive recruitment business **transforming leadership** and **inspiring change** with organisations who have social purpose.

We do this through challenging the status quo about what makes good leadership, and this is reflected in our exceptional clients, candidates, and close community of change-makers.

Our leadership network and events, where we discuss new perspectives on leadership in depth are proving highly successful and give us a template for assessing modern leaders who are best placed to succeed today. Read more about this here: <https://www.peridotpartners.co.uk/leadership/>

We're a close-knit team of 26 committed people and we're proud of developing an ultra-flexible, empowering and fun culture. We focus on long-term, deep rooted relationships that bring value.

Environmental awareness and the protection of our planet are at the heart of our culture. We avoid printing paper and publish client reports and candidate information on a secure website minimising our carbon footprint.

Our Areas of Expertise:

Sectors

Charities / Not-for-Profits / Public sector / Healthcare / Social Enterprises / Membership Institutions/ International Development

Further Education / Schools / Higher Education / Research & Development

Students' Unions / Students' Associations (England, Scotland, and Wales)

Specialisms

Chairs / Governors / Trustees / Council Members / Non-Executive Directors

Chief Executives / Executive Directors / Commercial Directors / Specialist Management

Fundraising / Finance / Operations / Membership / Marketing / Communications



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Diversity at our Heart

At Peridot, we do not believe in throw away statements about diversity, instead it is at the heart of everything that we do.

We work tirelessly to ensure that we are leading **inclusive campaigns** and projects that can encourage all members of society to apply and know that they will be treated with **decency** and **respect**. We know that the sectors that our clients operate in aren't as diverse as the many of the people that use their services, so we are committed to working in partnership with organisations across the not-for-profit sector to address this. Our commitment to building diverse organisations starts with us, and we are proud that Women, LGBTQ*, Disabled and people from ethnic minorities consider this a great place to work.

We believe that a more diverse not for profit sector will provide better leadership, which will be able to accelerate positive change in society.

As a partner, you can expect us to:

- Constructively challenge you if you have exclusive and restrictive criteria in your role profiles;
- Ensure the advertising materials for your role use inclusive language and imagery;
- Promote your role within sector specific networking forums wherever possible (e.g. Women, people from ethnic minorities, Disabled and LGBTQ* networks);
- Put diversity at the heart of the projects we are undertaking, when talking to your staff and board to ensure we're reflecting the people and communities you work with and for;
- Challenge inappropriate behaviour, practice and comments where required;
- Make reasonable adjustments as needed.

This approach is valued by our partners and we are proud to work with organisations that are at the forefront of supporting some of societies most marginalised people.

We are constantly learning, updating, and challenging our own practices, views and beliefs on diversity. Peridot staff have undertaken unconscious bias training and we have a monthly diversity and Inclusion forum which is open to all staff and encourages us to reflect on our practice and consider new approaches.



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Delivering Diversity

In 2020, over 30% of our board placements were people from ethnic minorities. Below are a few recent examples.

University of Wolverhampton Students' Union – has over 50% of students representing ethnic minorities, but most of their External Trustees and staff team were white. We supported them to recruit a new CEO and two new External Trustees (with HR/OD backgrounds to support with people and organisational development challenges). We led a search to identify and attract people from ethnic minorities and local communities and appointed three people who defined as being from an ethnic minority background, each brings exceptional leadership experience:

- Chetan Bhatti as External Trustee. Chetan is a multi-award-winning People Director for CBRE Global Workplace Solutions (an international business with 9,000 employees).
- Veronica Leigh-Hanson as External Trustee. Veronica is Head of HR for a not-for-profit health & wellbeing provider.
- Nirmla Devi MBE as Chief Executive. Nirmla was Director of Membership for one of the UK's largest SUs and has exceptional experience of operating in the West Midlands community and has received an MBE in recognition of her work locally.

In 2020, we supported the newly established What Works Centre - **The Centre for Transforming Access and Student Outcomes** (TASO) to appoint Omar Khan and four new trustees to the Board. TASO were spinning out of their incubator – Kings College London to be an independent charity and required trustees who were entrepreneurial and who had lived experience of the barriers accessing HE. We appointed four Trustees with two from ethnic minorities and two women:

- Shakira Martin. Previous national president of the National Union of Students, the first black women to have held the role in the NUS' 96-year history:
- Heather Hodge: chartered accountant with over thirty years of experience in financial services.
- Tahmid Chowdhury: Account Director at M&C Saatchi World Services and the Co-Founder of Here for Good, a charity providing free immigration services to European citizens living in the UK. Tahmid is also a Trustee of The Access Project and in 2020, he was recognised for his work by being named on the Forbes Under 30 list as a leading social entrepreneur.
- Ryan Shorthouse: Founder and Chief Executive of the UK think tank, Bright Blue and trustee of Early Intervention Foundation.



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Our recruitment team:



Bill Yuksel

Business Manager, Peridot Partners

Lay Trustee at Wolverhampton SU

Bilgin leads our Chief Executive, Senior Leadership and Board appointments for students' unions, and youth focused charities.

Bilgin has successfully led around 20 Chief Executive recruitment campaigns for campaigning focused organizations in the past 24 months.

In addition to Bilgin's work with Peridot, he is also a Trustee at Wolves SU, where he has supporting the SU through a major transformation process, which has involved constitutional change, a 20% uplift in funding and the 7 new senior appointments.

During 2020, Bilgin was a Ambassador for the Young Trustees Movement. Bilgin lived his commitment to empowering young leaders and stepped down from on his 30th birthday to enable a younger leader to take the position. Bilgin has since been mentoring that individual.

As a former two-year Students' Union Sabbatical Officer, Bilgin knows that many that many talented young people find it hard to find meaningful employment after their term of office and has been offering pro-bono career workshops to empower young people and help them in their job hunts.

Bilgin's appointment track record includes:

- Chair, Young Gamblers & Gamers Education Trust
- NED, DACS
- 3x Governors, Rossie Young Peoples Education Trust
- 4x Lay Trustees, KCLSU
- Lay Trustee, University of West London SU
- Head of England, Save the Children UK
- Chief Executive, CISV International
- Chief Executive Southbank SU
- Managing Director, Imperial College Union

Bilgin also occasionally co-hosts the [Peridot Conversations with Leaders Podcast](#) featuring leaders from discussing topical issue



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Liz Holderness

Partner and Director of Research, Operations and Quality



Liz has nearly 30 years' experience leading research teams for several high-profile executive search consultancies. She spent the first 10 years of her career in the public sector with The British Council liaising with Ministers and senior officials in Central Government Departments and then was appointed to the Director General's Department to set up a sponsorship and fundraising unit, developing links and relationships with private sector organizations.

Liz joined the executive search industry with Goddard Kay Rogers (GKR) working on commercial board appointments for many FTSE 100 and Fortune 500 companies. Over the last 15 years she has led research teams at both small and large recruitment consultancies including Oxygen, Rockpools, Penna Plc and Green Park managing and delivering high profile projects for public sector and not for profit organisations across central, local government, health and education, public bodies, charities and commercial organisations.

Her breadth of experience has included recruiting senior commercial executives from the private sector into public and not for profit organisations, as well as those with high profile public personalities. She has worked with organisations from small local community charities to large national and international organisations.

Liz joined Peridot to bring her extensive experience of high-level research and candidate engagement skills to support in the delivery of our values and

research led recruitment to deliver outstanding candidates and service to our clients. She most recently led the Chair appointment at Blackpool Teaching Hospitals NHS Foundation Trust and is currently working with St Helens College to recruit a Chair and Governor, as well as Governors for Southport College and Trustees for Liverpool Guild Union. In addition, she is currently recruiting multiple Trustees for NHS Charities Together. Other appointments include 3 diverse appointments for NHS Brighton and Hove CCG; Member and Independent Trustees for the Institution for Occupational Safety and Health (IOSH); Trustees at The Children's Trust; Chair at Mountbatten Group; Chair GSI UK; Chair for The Contact Group; Trustees at Active Prospects; Chair Internet Watch Foundation and Chair at the Early Intervention Foundation.

Diversity recruitment is a key element of our research-led approach which is championed by Liz. She initiated a diversity data analytics programme which received national media attention and she brings this expertise to oversee our approach to deliver a diverse candidate selection process. In addition, she is our lead on GDPR, quality and standards at Peridot.

Liz is a volunteer board member for a community sports organisation and a county hockey umpiring association. She also delivers employability workshops at her local Further Education College



Our track record:

ORGANISATION	POSITION
ACEVO	Chair
Action Homeless	Chair
Anti-Slavery International	Chair
CARE International UK	Trustees x 5
Carers UK	Chair
CPRE – The Countryside Charity	Chair and Trustee
Coventry University	13 members of their governing body
Conservatoire for Dance and Drama	Chair and Chair of Audit Committee
Croydon College	Chair
DACS (The Design and Artists Copyright Society)	Chair and Non-Executive Directors
Derby University	4 Council members
Galapagos Conservation Trust	Chair and Trustees x 3
Jane Goodall Institute UK and Belgium	Board Members x 15
Mountbatten Group	Chair
Early Intervention Foundation	Chair
GSI UK	Chair of the Board
Hopwood Hall College	Chair of the Board & Committee Chair
Internet Watch Foundation	Chair, Trustees x 3
Mosaic LGBT Youth Centre	Chair
NASEN	Chair and Trustees x 2
Nacro	Chair of Finance and Audit Committee
Open Age	Chair & Treasurer
P3	Trustees x 5
Parentkind	Trustees x 8
Public Law Project	Chair and Trustees x 3
Richmond-Upon-Thames College	Chair
Royal Free Charity	Chair
The Contact Group	Chair
The Centre for Transforming Access and Student Outcomes in HE	Trustees x 4
The Children's Trust	Trustees x 5
Vista	Chair and Trustees x 3
VSO International	Trustees x 7
Worksop College	Chair
Young Gamblers Education Trust	Chair & Trustees



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Organisation	Role
Aberystwyth Students' Union	Trustee x 1
Anglia Ruskin University SU	4x External Trustees and 5x Expert Committee Members
Birkbeck College Students' Union	Trustee
Christchurch Students' Union	4x Trustees including External Chair
City University London Students' Union	Trustee (Legal)
Durham Students' Union	External Chair and 4x External Trustees
Imperial College Union	4x External Trustees
Kent Union	4x Trustees and 6x External Committee Members
King's College London Students' Union	5x External Trustees
Leicester Students' Union	2x Trustees
Lincoln Students' Union	3x External Trustees
Liverpool Guild of Students	3x External Trustees
Northumbria Students' Union	3x Trustees and 1x External Committee Member
Nottingham Trent University Students' Union	External Trustee
Queen Mary University Students' Union	2x Trustees and 2x Non-Executive Directors for their trading company, including their Chair
Union of Kingston Students	2x External Trustees
University of Bath	Council Members
University of Bath Students' Union	2x External Trustees
University of Nottingham Students' Union	2x External Trustees
University of West London Students' Union	1x External Trustee
West London College	Vice Chair, Curriculum and 2x Governors



SAMPLE CANDIDATE APPOINTMENTS

We are successful in attracting high-calibre people to unremunerated charity board positions. Here are some examples:

Organisation	Placed as Chair
Action Homeless	Chair of Butler and Young Group
Blackpool Teaching Hospitals NHS Foundation Trust	Former Managing Director, Corporate Shared Services, BAE Systems
Carers UK	Previous Director-General Europe and Board Member of FCO
Change Project	Vice Chair of British Red Cross
CIMSPA	Multiple Paralympic gold medallist, BBC commentator, author and conference speaker
Galapagos Conservation Trust	Senior Partner, The Boston Consulting Group
Greater Brighton Metropolitan College	Chair -Former Deputy Children's Commission for England Vice Chair – House of Lords Shadow Spokesperson for FE and HE
GSI UK	Former Global SVP Supply Chain at Nestle
Hopwood Hall College	Chief Crown Prosecutor of the Crown Prosecution Service for North West England, former Pro-Chancellor at Brunel University, Chief Executive, Police & Crime Commissioners for England & Wales
Imperial College Student's Union	Former Non-Executive Director of INTU Plc and Group Property Director of J Sainsbury Plc and Tesco Plc
Internet Watch Foundation	Former digital advisor to UNESCO and Ford Foundation
Mountbatten Group	Chair of Barclays Plc
New City College	Former Deputy CEO of HEFCE and Vice Chair of London Metropolitan University
Off Centre	Former Director of Policy and Public Affairs at Marie Curie Cancer Care, NED and Vice Chancellor of Homerton University Hospital and Community Trust
Sulets (a commercial residential student lettings business)	Chief Executive of Market Harborough Building Society
The Contact Group (umbrella organisation for military charities supporting mental health)	Chair at Academy of Medical Royal, Chair of NHS Lothian and Panel Chair on General Medical Council
University of Nottingham Student's Union Trading Company	Group Chair of Visage International Non-Executive Director of Aviva



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	Group Finance Director of Life Crown Investments Previous COO at Boots Healthcare
VSO International	Finance Director of Google
Vista (a large regional sight loss charity)	Head of Assurance, John Lewis Partnership
Walsingham (a national learning disability charity)	Previous Chief Procurement Officer for Centrica



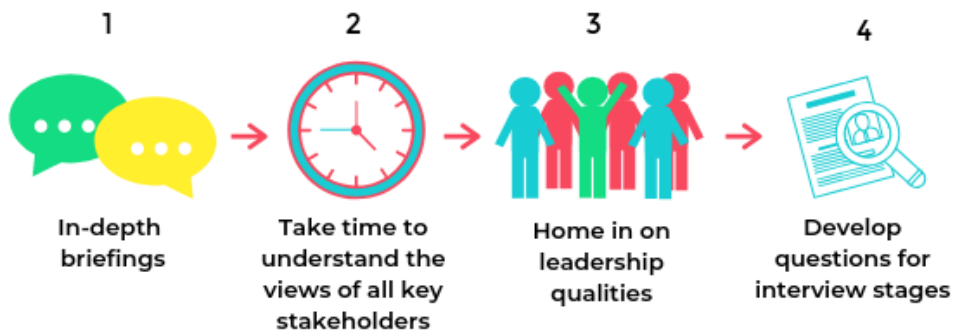
Our Approach:

To support you with this appointment of your Chair, we will deliver a bespoke research led campaign to generate a range of diverse candidates for you to review.

This will include industry, organisational and candidate mapping and identification of people, to ensure we deliver a robust and thorough search, together with an advertising and social media campaign to deliver the best and most relevant candidates for you.

Briefings:

We undertake detailed briefings and spend time understanding the current context, views, and aspirations of all key stakeholders. This is to ensure we develop our knowledge of Imperial College Union, and it's work and gain absolute clarity on the type of candidates we will be seeking on your behalf. We will be guided by you on who you feel it would be appropriate for us to engage with.



The objectives of the briefing meetings are:

- Develop in-depth knowledge and understanding of Imperial College Union and its objectives.
- Understand the challenges/opportunities ahead, so we structure an appropriate search and be clear with candidates about how they can add value to the Board.
- Gain clearer insights into the type of background, skills and experience you seek for this role and build the candidate profile.
- Agree the finer details of the attraction and assessment process and the timetable.
- Agree the interview panel and role of stakeholders in candidate selection.
- Identify any potential candidates within your existing networks who you may want us to approach or who may be helpful in opening their networks to source suitable candidates.

Briefings allow us to be confident we are approaching suitable people and that those who are not are carefully and courteously sifted out at the earliest opportunity.



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We will have confidence to tightly manage the recruitment process, so we invest our time in engaging with, and assessing, the most appropriate candidates.

Candidate Attraction:

We take great pride in giving candidates a full and honest view of the roles we are recruiting and will convey a positive image of your brand in our conversations and correspondence with prospective candidates.

We do this through the design of a dedicated online microsite housed within our main website as well as in all our verbal communications. Prospective candidates can access information on the role at their convenience 24/7. Please see a couple of examples on the links below:

Trustees – The Unite Foundation

<https://www.peridotpartners.co.uk/jobs/trustees-the-unite-foundation/>

Lay Trustees – JMSU

<https://www.peridotpartners.co.uk/jobs/lay-trustees-jmsu/>

Our dedicated microsites, hosted on our website, will have all key corporate information that candidates may want to view.

Our approach places a heavy emphasis on research & search and is complemented by social media activity and advertising. We undertake candidate attraction in three ways:

- Executive search
- Advertising
- Social media

Executive Search:

Our experienced research function, has a track record of attracting high-calibre and talented people for our clients as demonstrated earlier in our placement track record. We have a widespread network of contacts across a range of sectors and extensive experience of engaging and attracting individuals from across sectors. We have strong networks and an ability to engage prospective candidates at community, regional, national, and international levels.

Our search and engagement play a vital role in identifying the right people and developing their interest by helping them to appreciate and understand fully the opportunity.

We place a heavy emphasis on targeted search and candidate engagement (based on bespoke research) to identify the right people and develop their interest. This is where we add the most value in ensuring we are not only identifying the right people but engaging them fully in the role and its dimensions.

During our engagement we are also assessing suitability around values and fit so when we are presenting the longlist of candidates, we are sharing candidates who not only meet the experience, but also the values and cultural fit criteria.

All individuals considered and approached during the recruitment activity, as well as those making contact through the advertising and social media, will all be recorded



on our secure database with a robust audit trail of contact. Our database is fully GDPR compliant and we have vigorous policies and procedures on handling personal data. We are registered with the Information Commissioner's Office (ICO) and have Cyber Security Essentials Certification.

Advertising:

Advertising would help to promote Imperial College Union, ensure transparency and attract as wide and diverse a field of candidates as possible. If you want comfort from knowing that you have cast the net wide, and you are maximising the opportunity to attract a diverse pool of candidates, giving candidates who have not been approached by us the opportunity to apply, then advertising can be an important element of the candidate attraction process.

We would discuss this with you in more detail following the briefing process, although there are free postings available on sites such as 'Women on Boards' that we look to utilise, to spread the message as wide as possible and help to attract diverse candidates.

We will write the advertising copy and place advertising with the appropriate media, subject to your approval.

Social Media:

We will promote the roles via LinkedIn and Twitter where Peridot and our consultants share a significant collective network of many thousands of prospective candidates. It is important to communicate to potential candidates the breadth and scale of your work and the very real impact you have. The marketing campaign, to be run alongside our search and advertising, has a primary aim to attract interest to the role but also, as a second outcome, to help raise your profile.

Using multiple social media channels gives us the ability to target and showcase roles more effectively. During the briefing stage, we will draw out your key messages and create a bespoke social media campaign. All advert copy and creative design will be signed off by you and we would be keen to work with your marketing team to create as much impact and engagement as possible.

Our digital content offering can include:

- Personalised social media with relevant researched hashtags across our channels but also pre-loaded in a format so you can easily upload to your own scheduling tools.
- Twitter banners, Gifs and Instagram Stories, LinkedIn content.

Sample of a social media post for Care International UK





Reporting and feedback:

During the live and active part of the attraction phase, we will provide weekly updates on progress and feedback. This will include commentary highlighting feedback from the market, interested candidates as well as the perception of Imperial College Union, the role of Chair and its responsibilities.

Pre-interview process:

The recruitment of voluntary board roles is a highly sensitive process and to engage and encourage the right people to apply involves a careful approach. We do make it clear to people that it will be a competitive process but there will also be opportunities for both sides to fully engage with each other to test personal chemistry.

We would advise that candidates wishing to apply, especially for Chair, should be offered an opportunity to have an informal discussion to learn more about the role and establish rapport with Tom Flynn.

Following the closing date, we gather all applications and assess each one received on your behalf. This sifting process will assess how well candidates' applications meet the essential skills and experience of the person specification.

Every application is published along with the sift report on our secure *Dropbox* site prior to a long list review where we discuss the candidates and agree those who you wish to take forward to interview.

We will debrief and provide full feedback on the candidate attraction campaign so that you can see how the recruitment process has performed.

Candidate care is important to us and we ensure everyone is properly engaged and provided with all the information required. People who are not successful at any stage are carefully and courteously informed and provided with clear and constructive feedback. We want them to have a great experience, and regardless of the outcome to become positive advocates of both of our organisations.

Interview and assessment:

We will arrange a bespoke interview process in line with your requirements. This could include any elements you feel are necessary to enable you to make a considered decision to appoint the right candidates.

We will organise all elements of the interviews/assessment days, which will include developing interview questions and any other assessment activities you may wish to include.

If there are internal candidates for the Chair position, we will support them through the process and ensure that they are given the same advice and coaching provided to external people, as well as constructive and developmental feedback should they be unsuccessful in the process.



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Review:

We review the quality of service and customer satisfaction after every recruitment project with stakeholders and candidates to understand what we have done particularly well and the areas where we can improve. We always strive for continuous improvement and through the development of feedback forms and focused feedback discussions we constantly monitor our performance.



Timetable:

A full search and selection process usually will take around 12/14 weeks from start to verbal acceptance of offer, and we project manage assignments against agreed timescales and set dates with you at the outset. We appreciate that current exceptional circumstances may require flexibility and arrangement of virtual meetings.

Milestone	Date
Briefing meetings and prepare candidate communications and website:	Weeks One and Two
Advertising agreed and recruitment website approved:	Week Two
Search phase begins & advertising / social media published:	Week Three
Informal discussions with a representative from Imperial College Union offered to Chair candidates seriously considering an application:	Ongoing during search phase
Formal closing date for applications and summary of recommendations ready for review online two working days after closing date:	Monday Week Nine
Shortlist Review:	Week Ten
Formal Panel Interviews for Trustees:	Week Twelve or Thirteen



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Fees and Pricing:

Our fees are fixed. For the Chair appointment, our fee will be **£6,750** and will be inclusive of the following:

- Full search and selection.
- Conducting detailed briefing meetings with all stakeholders.
- Creating all candidate information and external communications.
- Managing all aspects of candidate attraction/search.
- Acknowledging and sifting applications.
- Leading interviews, and shortlist and appointment process.
- Providing weekly progress reports.
- Coaching, advice, support, and feedback to all candidates at all stages.
- Support of any public announcement of the appointments.
- Regular check-ups with client and candidate following appointment.

Our fees are charged in two parts. 50% on engagement and the final 50% on successful acceptance by the candidates.

First stage payable on engagement: **£3,375**

Second stage payable on acceptance: **£3,375**

Additional appointments arising from this process, will be charged at **£3,375** per person.

Other Costs:

- *Any expenses incurred by Peridot Partners, such as travel, accommodation and subsistence will be recharged at cost.*
- *Should interviews be held at our premises at Kings' Cross, London, room hire would be in addition to our fees.*
- *Any paid advertising is in addition to our fees and charged at cost.*
- *Assessments of candidates is in addition to our fees and charged at cost.*
- *If candidate expenses are paid, they will be recharged to you at cost with receipts.*
- *Formal references will be the responsibility of the client although due-diligence and intelligence gathering will be part of the research. We can help with reference taking at additional cost.*
- *All documents are provided electronically with a two-tier verification process relevant to current data protection law. If other formats are requested, additional charges for printing and despatch will be charged.*
- *All prices quoted are exclusive of VAT, which will be charged at the prevailing rate, unless you tell us not to and can confirm your charity registration details.*



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Diversity and Equal Opportunities:

Peridot Partners are committed to the fair and equal treatment of all people we encounter in every respect. As a supplier of recruitment services, we are equally committed to achieving a diverse workforce. Regarding our processes, all candidates are treated fairly and consistently in line with best practice diversity and equal opportunities policies throughout the assessment and selection process.

We are ultra-aware of positively promoting diversity and are often tasked with identifying under-represented groups, particularly women on boards and in leadership, and are proud of our record of attracting significant number of women as well as BAME candidates to the boards (and executive roles) that we are recruiting for.

As an employer, we wholeheartedly support the principle of equal opportunities in employment and oppose all forms of unlawful or unfair discrimination on the grounds of gender, age, ethnic or national origin, religion, sexual orientation, or disability. Beyond that commitment, we actively embrace diversity within our company, firmly believing that it enriches internal and external relationships, as well as enhancing the knowledge and experience we bring to our clients' recruitment and retention issues.

Confidentiality and trust are of critical importance to us and we are working to ensure that data privacy considerations are embedded into every aspect of our business. We support the intent of the GDPR to ensure transparency, fairness, and an increased confidence in the security of data of individuals as a positive step in the recruitment industry.



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Terms and Conditions

1. GENERAL

All executive search and selection business undertaken by Peridot Partners (PP) is transacted subject to the terms and conditions below, each of which shall be incorporated or implied in any agreement between PP and the client. In the event of conflict between these terms and conditions and any other terms and conditions, the former shall prevail unless otherwise expressly agreed by PP in writing. In providing executive search and selection services PP is acting in the capacity of an employment agency. Any amendments to these terms and conditions must be in writing and signed by an authorised representative of PP. "Candidate" means any individual in respect of whom or in respect of whose skills or services information is provided to the client by PP following an instruction to PP.

"Fee period" means any time (a) within 12 months of an **introduction** relating to a Candidate or (b) after an introduction where the introduction was the effective cause of the **engagement**.

"Introduction" means the provision of information by PP or by a Candidate, whether or not such information includes the Candidate's name, which enables the client to identify a Candidate or relates to a Candidate already identified, including all negotiations between the client and PP relating to a Candidate and "introduce" shall be construed accordingly.

The client will keep confidential any information comprising an Introduction and will not use it for any purpose other than that for which PP is engaged.

The client will not by its actions or inactions hinder, obstruct, or prevent the provision of its services by PP.

If the client has previous knowledge of a Candidate prior to an Introduction by PP the client must notify PP in writing within three business days of the Introduction together with supporting documentary evidence. In the absence of such notification an engagement by the client shall be deemed to have resulted from and effectively be caused by PP's Introduction and the client waives the right to rely on such previous knowledge as a reason for non-payment of any fees.

"Offer" means an offer to engage a Candidate communicated either by the client or by PP at the client's request and which is accepted by the Candidate unless, prior to commencement of a contract relating to the Offer, the client withdraws the Offer because the client has since come into possession of information which the client has provided to PP that the Candidate is wholly unsuitable for the position offered by the client.

2. SERVICE

The type and level of service supplied by PP is agreed with each client according to their business needs. All activity will normally be itemised in the form of a proposal document with services typically from the Executive Search & Selection business unit being; Search, Search & Selection or Selection.

PP will act in good faith but gives no guarantee or warranty that PP will be able to locate a suitable Candidate or that any Candidate introduced by PP is suitable for the client's purposes.



3. FEES AND PRICING STRUCTURE

(a) PP's professional recruitment fee is typically fixed, it does not charge based on a percentage of a candidate's salary. On consideration of a variety of factors PP will make a proposal and the fee payable will be agreed in advance of any recruitment activity.

(b) The fee will be invoiced in two stages as detailed in our proposal.

(c) Should additional candidate/s be introduced to the client through a PP recruitment exercise, outside the scope of the original instruction, be offered and accept employment then PP may charge £2,350 for each additionally placed individual.

(d) Should the client reject or not proceed with a candidate and then subsequently engage that candidate within the fee period, PP may charge the full fee regardless of any payment made under these terms. For the avoidance of doubt, during period of the fee period there is no implied term that an Introduction be the effective cause of an engagement and PP's entitlement to fees shall survive any termination of PP's services.

(e) An internal candidate, employed presently by the client, will be treated in the same way as any other candidate and agreed payment will be due to PP in the event of that person accepting a new role.

4. CHARGES

Where media advertising is involved, charges will normally cover media space and production. Other work may be charged on a fee basis. All charges will be estimated and/or agreed at the outset of each project.

The client agrees to pay all expenses for travel and away from home accommodation and subsistence reasonably incurred by a candidate or by PP or any of its employees.

As PP tries to avoid printing, courier, and other environmentally unfriendly business practices and to publish all documentation online, the client will pay all environmentally unsound administration costs such as printing and courier costs if they are requested.

5. TERMS OF PAYMENT

(a) Invoicing

Invoicing of professional recruitment fees will normally be within one week of the stages highlighted under section 3. Invoicing for media space and production expenditure will normally be submitted within one week of the date on which the relevant advertisement is published. Other fees and negotiated charges in relation to services provided will be submitted at the end of the month in which the service or part service is provided or otherwise at the time agreed upon commissioning of the service.

(b) Cancellation

Where the client requests PP to cancel the recruitment activity for any reason, fees already paid will not be refunded and the client will pay all reasonable costs incurred to cover resources expended on administration. There is no cancellation fee and PP will not charge for the final stage fee if nobody has been appointed through the assignment.

Where advertising is involved, if the client changes or cancels any or all plans, schedules or work in progress, after previously giving approval to proceed, PP will take all reasonable measures to comply, provided that PP is able to do so within its



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contractual obligations to the media and other suppliers. In the event of cancellations or amendments occurring where PP has incurred or is committed to expenditure, the client will reimburse PP in full for such costs or fees.

(c) Value Added Tax

VAT shall be included and itemised separately on invoices, where appropriate, at the prevailing rate.

(d) Payment Terms

Payment is due 30 days from the date of invoice.

6. COPYRIGHT

The copyright for all work created by PP for the client is vested in PP. Provided that all contractual obligations including cleared payment for the work have been met by the client, PP will assign to the client any copyright, licence or other right PP may have to material in respect of the client's advertising, as and when required and subject to usual conditions as to indemnity.

7. LEGAL LIABILITY

The terms of this agreement are governed by the laws of England and Wales and the English courts shall have exclusive jurisdiction.

PP shall not be liable for any loss, damage, costs, claims, demands or expenses, or have any liability of whatsoever nature and howsoever arising which is suffered or incurred by the Client directly or indirectly as a result of PP seeking an applicant for the client or any act or omission on the part of any Candidate or Employed Candidate introduced to the Client by PP.

PP shall not be liable for any delay, omission or error in any advertisement or transmission which is not caused by gross negligence by PP.

Without prejudice to any other provision PP's liability shall, in any event other than for death or personal injury arising from PP's own negligence, be in respect of direct losses only and shall be limited to the amount of the fee under paragraph 3(a) which PP is (or would be but for its default) entitled.

8. GDPR - DATA PROTECTION ACT 2018

As joint personal data controllers, we are both liable for compliance with the GDPR and must provide 'enough guarantees' that the requirements of the GDPR/Data Protection Act 2018 will be met, and the rights of data subjects protected. Personal data may include contact details, CVs, references, and other information provided directly by us or the data subject, or otherwise collated about them for the purposes of assessing their suitability for a position.

On the appointment of PP to supply recruitment services, PP and the client shall be responsible for complying with all applicable data protection laws relevant to its own processing of the personal data concerned and will ensure that we both take appropriate technical and organisational measures to safeguard the security of the personal data in our possession and control.

We will co-operate in relation to any exercise by a data subject of its rights in relation to the personal data that may be held by both of us and shall each ensure that its own processing activities are communicated to the relevant data subjects in accordance with applicable law.



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Neither party shall retain the personal data for longer than is necessary for its purpose (unless otherwise required or permitted by law).