

FORUS BOARD

NOVEMBER 2020

WHERE KNOWLEDGE, STRENGTH AND COURAGE DELIVER ON AMBITION



PEOPLE STRATEGY – FORUS BOARD

- Our **FORUS** Board aims to attract professionals and emerging leaders who share an interest in supporting the future of the business.
- For the business, it's about knowledge, idea creation and troubleshooting, which is an opportunity we can't afford to miss.
- For the individual, it's a unique opportunity to expand skillset, professional network and commercial insight, while tackling board-level business issues in three key categories: people, processes and growth.
- We currently invite our teams to share their views and ideas for improvement through a variety of channels. The **FORUS** Board will be an extension of that inclusivity.
- Members will be mentored by the current leaders of the business and learn the steps and skills necessary to develop as the next generation of leaders.





THE ROLE

- Elected **FORUS** Board members are expected to hold the same values as the statutory directors of the business.
- These include:
 - To act within their power.
 - To promote the success of the business for the benefit of it's shareholders and the business as a whole.
 - To exercise independent judgement.
 - To exercise reasonable care, skill and diligence.
- The decision to stand for election shouldn't be taken lightly, given the high expectations of any elected members.
- Members will be seen as advocates of the business and play a pivotal role in the decision making process over a number of areas of the organisation.
- Members will also be expected to work closely with the senior leadership team across the business as well as managing designated budgets as part of promoting our employer brand.

THE BENEFITS

INDIVIDUAL BENEFITS

- Exposure to a higher level of critical thinking through the discussions which are likely to be held around corporate strategic goals.
- Increased awareness of business wide challenges and solutions which they may not have previously been exposed to. Understanding the challenges of running a business and therefore enhancing their knowledge when servicing clients and interacting with their colleagues and peers.
- Increased exposure to senior members of the team who they may not have previously worked with in their day-to-day role.
- Additional mentoring and development of leadership skills through the training provided as part of being a member of the **FORUS** Board.
- Enhanced personal profile within the business as a key member of the **FORUS** Board and their involvement in shaping the direction of the business.
- Opportunity to interact with members of the wider business at all levels through a diverse **FORUS** Board. Elected members will come from all areas of the business.

BUSINESS BENEFITS

- Our team are a rich source of ideas and practical knowledge concerning the best way to reach our strategic goals. Team members may not know the risks and opportunities being considered by the Board, even though they could have constructive insights. Members of the team have a valuable perspective on processes and products that are going well, problems on the horizon, and ideas for improvement.
- We've no doubt that our team's interests are aligned with the long-term success of the business, therefore encouraging longer-term decision making that's in the interests of the shareholders and the wider business. Moreover, many team members have extensive experience of working for the business or in the sector. Therefore, they're able to act as the Board's internal spokespeople and strong influencers both internally and externally.
- The **FORUS** Board will help to continue to drive team engagement and our employer brand. Lessons learned from this process of improvement will develop our knowledge of what different stakeholder groups need or expect, which communication tools work best, the resources required and how to resolve any conflicts which may arise.
- Positive team relations are a prerequisite for a business's survival, as well as for growth. Building a business where people want to work supports delivering services customers want to engage with.

EXAMPLE ACTIVITIES

The **FORUS** Board will be expected to lead/support a number of wider key initiatives across three key areas of the business: People, Processes and Growth. Some example activities are outlined below:

BOARD AND BUSINESS REPRESENTATION (STRATEGIC PLAN)

- The group will be instrumental in supporting the Board in the initiatives of the business and being a 'sounding board' for future development of the business.
- The organisation's currently going through a significant business planning phase, which members of the **FORUS** Board will be integral in delivering.
- Members will be expected to represent and promote the business at a wide range of events in order to help drive revenue, awareness and talent attraction.

PEOPLE

- Each of the **FORUS** Board members will be responsible for coordinating local groups across the company, enabling everyone to have input into matters relating to the health of the business, how the business operates and the wellbeing of the team.
- As the business continues to evolve, social engagement both internally and externally will play a pivotal role in promoting the business.

CORPORATE SOCIAL RESPONSIBILITY

- As a critical subject matter to both our teams and the wider business community it makes sense to engage the **FORUS** Board directly with this concept.
- This includes idea generation, project management and delivery of concepts, demonstrating the impact these initiatives have on the business and the wider community.

STRUCTURE – FORUS BOARD

Board Structure

- Chairperson.
- Member of the Board.
- 6 Elected Members.
- Minimum of 1 per region.

Meetings

- Chair per the Chairperson.
- Member of the Board role is to facilitate discussions between the full Board and the **FORUS** Board.
- Elected Members are expected to attend 12 meetings per annum.





APPLICATION CRITERIA

FORUS Board applicants must meet the following criteria:

1. An employee of FORTUS;
2. Becoming a leader or senior subject matter expert forms part of the individual's career map and PDP;
3. Associate Director level or below;
4. Able to commit to a minimum 1-year tenure on our **FORUS** Board;
5. Attend all **FORUS** Board meetings which are expected to be 12 times a year;
6. Be prepared to sign a non-disclosure confidentiality agreement.



SELECTION PROCESS

Stages of selection:

1. Applications for nominations are completed and sent to the panel.
2. Applications are reviewed to ensure they meet the required criteria.
3. Everyone in the business will be invited to vote for candidates based on their application.
4. Votes will be counted and verified.
5. Panel voting will be held and combined with the general vote.
6. Candidates will be notified of the outcome.
7. The results will be communicated to the wider business.
8. Successful candidates will begin their first term on 1st April 2021.



TIMETABLE FOR US BOARD

- LAUNCH OF NOMINATION PROCESS.
- VOTING'S HELD ACROSS THE BUSINESS
- ELECTED MEMBERS ARE TOLD AND CONFIRMED THEY WISH TO ACCEPT
- COMMUNICATION MADE TO THE WIDER BUSINESS

NOVEMBER 2020



JANUARY 2021



MARCH 2021



DECEMBER 2020

- SUBMISSION BY CANDIDATES OF THEIR APPLICATIONS
- COLLATED BY AN INTERNAL PANEL FOR REVIEW



FEBRUARY 2021

- VOTES ARE COLLATED
- INTERNAL PANEL VOTING'S CONDUCTED
- OUTCOMES ARE CONSOLIDATED AND VALIDATED



APRIL 2021

- FIRST BOARD MEETING'S HELD AND TERM BEGINS



CIRCUMSTANCE PLANNING

The following table sets out the prescribed resolution for potential circumstances which may arise.

Circumstance	Resolution
Minimum candidate numbers aren't reached.	All eligible candidates will be elected to the FORUS Board without a vote. Additional members may be put forward by senior management members and voted on by the shareholders of the business.
Voting results in a tie.	Where there are enough spaces available, all candidates on a tied vote will be elected to the FORUS Board. In the instance a vote's tied and there are insufficient spaces available, the tie will be broken by the shareholders.
Elected members are given notice of their intent to leave the business or leave the business for any other reason. Elected members resign from the Board prior to their term concluding.	The unsuccessful candidate with the highest votes will be invited to join the FORUS Board. If their term's shorter than 6 months, they will automatically be reelected for a further term. If no candidates are available or are unwilling to accept the position, the FORUS Board will continue to operate with a reduced number of members.
Elected members fail to meet the expectations set out within the guidelines.	The member will be asked to leave the Board. The unsuccessful candidate with the highest votes will be invited to join the FORUS Board. If their term's shorter than 6 months, they'll automatically be reelected for a further term. If no candidates are available or are unwilling to accept the position, the FORUS Board will continue to operate with a reduced number of members.
Senior management don't believe an individual is suitable for the FORUS Board.	In these extremely rare circumstances, the shareholders of the business have an unconditional right to veto an application.
Completion of a term on the FORUS Board (1 year).	Previous members of the FORUS Board are able to nominate themselves for re-election. This will follow the same process as other candidates. Maximum term of 2 years.

FORTUS

BUSINESS ADVISORS & ACCOUNTANTS

WHERE KNOWLEDGE, STRENGTH AND
COURAGE DELIVER ON AMBITION

