

Which?

Voting pack

Consumers' Association

Trustee appointment
and reappointments 2025

Dear Which? member,

I'm pleased to be sharing this year's Council of Trustees (Council) voting pack with you.

Thank you for your membership, which helps to fund the vital work that we do on behalf of all UK consumers through our research, campaigning and advice. Your commitment and involvement in our governance help ensure that the Consumers' Association continues to be an effective, well-run charity, enabling us to fulfil our purpose: to tackle consumer harm and make life simpler, fairer and safer for consumers.

We rely upon our trustees to provide insight and expertise to support our executive team in the delivery of our Which? 2030 strategy. This year the Council has recruited a new trustee to help drive us towards those goals. We're also saying a fond farewell and thank you to Caroline Baker and Cindy Rampersaud who will be stepping down as trustees, having served eight years and three years respectively on the Council.

Each year we recommend individuals for appointment or reappointment as a trustee and ask you to vote on whether or not to accept Council's recommendations. In this booklet you can read about the trustees proposed for appointment and reappointment this year, each of whom have strong credentials and a passion for the work that we do. We encourage you to read each of their profiles before casting your votes. This year we have changed the voting process so that all votes will be counted live at the Annual General Meeting (AGM). Instructions on how to vote can be found on page 7 of this booklet.

If you would like to understand more about our activities in year, I encourage you to read our Annual Report, which is available at www.which.co.uk/annualreport.

Your votes and voices as members matter to us.

Sam Younger
Chair, Council of Trustees

This year's recommendations

Council seeks your vote to approve the appointment of a new trustee, who offers expertise in people and culture.

. Justine Shaw

Additionally, Council seeks your vote for the reappointment of three valued trustees whose terms conclude at the end of the 2025 AGM. Beyond their dedication and passion for our work with and for UK consumers, Council believes these trustees' skills and experience enhance the collective expertise required to support the Which? 2030 strategy.¹ Council wishes to continue benefiting from their diverse perspectives.

. Adam Shutkever

. Richard Sibbick

. Charles Wander

All candidates meet the eligibility criteria outlined in the Articles of Association and Rules, and no trustee participated in the recommendation of their own appointment or reappointment. Trustees do not receive any payment for the time they commit in governing the Consumers' Association.

Next steps:

Please take a little time to read the profiles for each of these trustees before casting your votes. You can read their full biographies and those of other members of Council at www.which.co.uk/trustees. If an appointment or reappointment is not approved by voting members, that individual ceases to be a trustee from the end of the AGM. You can read more about what trustees do and how these recommendations are reached on page 6. Instructions on how to vote are on page 7.

We look forward to as many of you as possible having your say about the appointment and reappointments. If you would like to have more of a say in the governance of Which? and be invited to join our virtual AGM on 29 November 2025, you can apply to become an ordinary member. You can read about what it means to be an ordinary member and find the application form on our website www.which.co.uk/ordinary-member. Applications for ordinary membership must be received by 14 November 2025 to enable the Notice to be shared in accordance with the Rules.

¹ You can learn more about the Which? 2030 strategy and ambitions in this year's Annual Report, which can be found at www.which.co.uk/annualreport.

Trustee profiles

Justine Shaw



“My passion for creating cultures that bring out the best in people aligns perfectly with Which?’s mission to empower and champion consumers.”

Justine was appointed as a Trustee by Council in October 2025. She brings extensive experience as a Chief People Officer in global organisations driving purpose-driven growth and fostering cultures for people to excel. A specialist in strategic people agendas, Justine’s expertise encompasses talent and succession, reward and organisational design. She is also an Executive Coach, supporting personal and professional change, development and growth. Through her board level experience, she also offers a strong foundation in governance.

Committee membership/meeting attendance: It is anticipated that Justine will join the Nominations and Remuneration committees and that she will chair the Remuneration Committee

Adam Shutkever



“ My involvement with Which? reflects my passion for consumer protection and advocacy at a time when the need for a powerful consumer champion has never been greater.”

Adam was first appointed as a Trustee in October 2022 and as Deputy Chair of the Council of Trustees from December 2024. He is also a member of the Policy & Advocacy committee and was temporarily a member of the Nominations Committee until transferring to the Group Audit & Risk committee. After reading law, Adam was called to the Bar in 1986. He has extensive senior management experience in financial services, business services, technology and outsourcing across the public and government sectors. He reaches the end of his first term at the AGM.

Committee membership/meeting attendance*: Council (7/8),
Group Audit and Risk Committee (2/2),
Policy and Advocacy Committee (3/3)

Trustee profiles

Richard Sibbick



“I’m proud of Which? and feel honoured to be able to contribute to the organisation in my role as a trustee to support all consumers.”

Richard was first appointed as a Trustee in November 2019 and is also a member of the Group Audit & Risk Committee. He brings a wealth of experience and expertise in global commercial, manufacturing, supply chain, product research and development, and procurement. Richard also has wide ranging governance experience in various voluntary roles. Richard reaches the end of his second term at the AGM.

Committee membership/meeting attendance*: Council (8/8),
Group Audit and Risk Committee (4/4)

Charles Wander



“I grew up with Which? magazine from its earliest days, and have had a lifelong passion for consumer matters. I’ve been privileged to play a role in supporting Which?’s strategy to address consumer harm through its legal actions.”

Charles was first appointed as a Trustee in April 2019 and is also a member of the Nominations, Remuneration and Policy & Advocacy committees. A highly experienced legal and business leader, Charles brings extensive expertise in company and commercial law, strategic development and governance in various consumer-facing sectors, including financial services, healthcare, travel and technology. Charles reaches the end of his second term at the AGM.

Committee membership/meeting attendance*: Council (8/8),
Remuneration Committee (4/4), Nominations Committee (1/1),
Policy and Advocacy Committee (3/3)

*The numbers in brackets represent the number of meetings the trustee attended in the financial year ended 30 June 2025 compared with the number of meetings held during the same period.

What is the role of a trustee and how long is their term?

Trustees govern the Consumers' Association (the charity). They are recruited with the aim of creating a Council with a diverse range of backgrounds, skills and experience which can promote UK consumer interests and ensure the charity continues to deliver its valuable work for the long-term. The Council is responsible for setting the strategy for the charity and its group. It also monitors and scrutinises delivery to ensure the charity's success in making consumers' lives simpler, fairer and safer.

Trustees are appointed for an initial term of around three years. Appointees are subject to approval of voting members at the first AGM following their appointment. Trustees may ordinarily serve up to a further two three-year terms, running from AGM to AGM. All reappointments are subject to member approval.

We encourage you to read our Annual Report for additional information about what trustees do and the significant impact Which? continues to make for consumers. A copy of the Annual Report can be found at www.which.co.uk/annualreport.

How are trustees reappointed?

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

For new trustee appointments, the Nominations Committee leads an extensive search and selection process, which focuses on the skills and experience required on the Council, and takes account of the governing bodies equity, diversity and inclusion strategy adopted in September 2024. More than half of the Nominations Committee's members are trustees. The others are two independent members who have recruitment experience and the Chair of the Board of the Charity's subsidiary.

Council makes a decision whether to appoint and reappoint trustees based on the Nominations Committee's recommendations, which is then subject to approval by voting members.²

You can learn more about our appointment process and all of our existing trustees on our website:

www.which.co.uk/trustees

² Voting members refers to the Broad Membership. The Broad Membership is comprised of Members of the Consumers' Association and those individuals who have been associate members for 12 months or more, as defined in the Rules. The Rules can be found at www.which.co.uk/governance.

Voting instructions

The Council of Trustees (the Council) recommends that you vote in favour of:

- the appointment of Justine Shaw
- the reappointment of Adam Shutkever
- the reappointment of Richard Sibbick
- the reappointment of Charles Wander

For avoidance of doubt, you are being asked to vote on the appointment or reappointment of **all** the trustees recommended by Council, not to choose between them.

This year all votes will be cast live at the Annual General Meeting on 29 November 2025 rather than in advance. By voting, you will be appointing the Chair as your proxy holder to cast your vote live at the meeting.

You can direct the Chair to vote in a certain way on the Proxy Form, either through the online voting website or by phone. The voting website link and phone number are provided below.

If you do not indicate how you want the Chair to vote, the Chair will cast your vote in line with the Council's recommendations.

Our voting arrangements are managed independently by Civica Election Services. Civica operates the Voting Platform and telephone service.



To vote online

Please go to the following website:

www.cesvotes.com/consumersassociation2025

You will need to enter both parts of the Security Code printed on the carrier sheet enclosed in this voting pack.

**Voting using these methods
closes at 10.30am on
THURSDAY 27 NOVEMBER 2025**



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 884 0704.

2 Enter each part of the Security Code printed on the carrier sheet enclosed in this voting pack.

The telephone service is available 24 hours a day.

