

Which?

Voting pack

Consumers' Association

Trustee appointments 2026

Dear Which? member,

Welcome to your 2026 Council of Trustees (Council) voting information pack.

Your membership helps to fund the vital work that we do on behalf of all UK consumers through our research, campaigning and advice. It also entitles you to vote on the appointment of our trustees. Your involvement with trustee appointments helps to 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 UK consumers.

We rely on the insight and expertise provided by our trustees to support the executive team as they deliver our Which? 2030 strategy. Our strategy centres on doubling our consumer impact, navigating external challenges with agility, and scaling our revenue, ensuring we sustainably fund our mission as a not-for-profit.

This year the Council is asking you to vote on whether or not you approve the appointment of three new trustees, including one trustee appointed as Council's new Chair. These appointments follow the retirement of Sam Younger, Chair of Council, who stepped down in April, and Sharon Grant and David Woodward who will be retiring as trustees at the end of the Annual General Meeting (AGM). Before you vote, we encourage you to read the profiles of these new trustees, each of whom has strong credentials and a passion for the work that we do (see pages 4 and 5). More details of all our trustees and their role can be found on our website and in our Annual Report. Instructions on how to vote can be found on page 7.

Please take the time to vote. Your votes and voices as members matter to us.

Charmian Averty

Company Secretary on behalf of the Council of Trustees

This year's recommendations

Council seeks your vote to approve the appointment of the following trustees:

- . Harry Gaskell**
- . Jane Cadell**
- . Victoria Oakley**

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. If an appointment is not approved by voting members, that individual ceases to be a trustee from the end of the AGM.

Next steps:

Please read the profiles for each of these trustees on pages 4 and 5 before casting your votes. You can read their full biographies and those of other members of Council at www.which.co.uk/trustees. 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.

If you would like to join our online AGM on 27 November 2026, 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 12 November 2026 to enable you to participate in this year's AGM.

Trustee profiles

Harry Gaskell



Which? is unique, there's nobody else doing the job that we do for consumers. I'm delighted to have the opportunity as Chair to help make us even more effective as the UK's consumer champion.

Harry first served as a Trustee on the Council of Trustees from December 2019 until October 2022. He was appointed as a Non-Executive Director of the Board of the commercial subsidiary, Which? Limited, in January 2021 and as its Chair from October 2022. He was reappointed as a Council Trustee in March 2026.

Council appointed Harry as its Chair from 20 April 2026, subject to members approving his appointment as a Trustee at the 2026 AGM. In making the appointment, both our Nominations Committee and the Council placed considerable weight on the importance of continuity to support delivery of the Which? 2030 strategy. This pointed to the value of internal appointment and the benefits of the same person chairing both governing bodies to help maintain strategic alignment between them. Harry's combined skills and experience made him a compelling and obvious appointee.

Harry is Chair of the Institute for Fiscal Studies, Senior Non-Executive Director and Chair of the Commercial Board at the Chartered Institute for Public Financial Accountancy, and an Adjunct Professor at Hult EF Business School, where he lectures on disruptive technologies (in particular AI). He is a retired Partner of EY, and with over 30 years' consulting experience, has a strong background in helping organisations implement major changes across strategy, process, people and IT.

Committee membership/meeting attendance: Board 7/7, Council 3/3, Nominations Committee 2/3, Remuneration Committee 2/3, Strategic Finance Committee 2/2

Trustee profiles

Jane Cadell



At a time when information can feel overwhelming, giving consumers access to information they can trust and advocating for consumer interests has never been more important and I'm proud to be able to join Which? and contribute to the organisation's important work.

Jane was appointed as a Trustee by Council in September 2026. She recently joined Group 1 Automotive as UK Chief Financial Officer, prior to which she was UK CFO at Costa Coffee. Earlier in her career she was the CFO of Macmillan Education, a global educational publisher, and has held senior finance roles within media, consumer goods and FMCG (fast moving consumer goods), having originally trained with Unilever. In addition to her Executive roles she served as Trustee and Chair of Audit and Risk for Wikimedia UK for six years, and is passionate about ensuring access to accurate information sources. Jane brings a breadth of experience both as an Executive, Chief Financial Officer and Audit Chair across a range of consumer and media organisations.

Committee membership/meeting attendance:

Jane joined the Group Audit and Risk Committee on 23 September 2026.

Victoria Oakley



Like so many others I grew up with Which?, knowing it as a trusted source of independent advice. Building on that trust and ensuring we can both shape policy and be a real partner to government will be my focus as a trustee.

Victoria was appointed as a Trustee by Council in September 2026. She is CEO at the International Federation of the Phonographic Industry (IFPI), representing the interests of the recording industry worldwide. Previous roles include CEO of Portland Communications, Global Policy & Campaigns Director at Google, British High Commissioner to Barbados & the Eastern Caribbean and various Foreign & Commonwealth Office positions. Victoria brings expertise in diplomacy and communications, cross-sector experience in influencing businesses and policymakers, and first-hand campaigning experience.

Committee membership/meeting attendance:

Victoria joined the Policy and Advocacy Committee on 23 September 2026.

How recommendations for appointment and reappointment are reached

Trustees govern the Consumers' Association (the charity), setting the strategy for the charity and its group. They also monitor and scrutinise delivery to ensure the charity's success in making consumers' lives simpler, fairer and safer. Trustees are recruited with the aim of creating a Council with a diverse range of backgrounds and the skills and specialist capabilities needed in the context of the increasingly complex external environment. They do not receive any payment for the time they commit in governing the charity.

For new trustee appointments, the Nominations Committee¹ leads a 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 and reviewed annually by Council).

New trustees are appointed for an initial term of around three years and are subject to member approval at the first AGM following their appointment.

Trustees may ordinarily serve up to a further two three-year terms, running from AGM to AGM. For those trustees appointed from 2025 onwards the expectation is that they will serve two terms, enabling regular refreshment of skills and diversity. The Nominations Committee considers and makes recommendations to the 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. (No trustees are eligible for reappointment this year.)

You can learn more about our appointment process and all of our existing trustees on our website: www.which.co.uk/trustees.

If you would like to understand more about our activities in year and the significant impact Which? continues to make for UK consumers, we encourage you to read our Annual Report, which can be found at www.which.co.uk/annualreport.

¹ More than half of the Nominations Committee's members are trustees, selected for their relevant expertise, and its Chair is the Chair of Council and the Board of the charity's subsidiary

Voting instructions

The Council of Trustees recommends that you vote in favour of:

- . **the appointment of Harry Gaskell**
- . **the appointment of Jane Cadell**
- . **the appointment of Victoria Oakley**

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

By voting, you will be appointing the AGM Chair as your proxy holder to cast your vote live at the AGM on 27 November 2026.

You can direct the AGM 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 AGM Chair to vote, they 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 website and telephone service.



To vote online

Type this link into your device's browser bar:

www.cesvotes.com/consumersassociation2026

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

OR

for a quicker voting experience, scan the personalised QR code printed on the carrier sheet enclosed in this voting pack to go straight to the voting website.



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.

Voting using these methods closes at 10.30am on Wednesday 25 November 2026

