

CII GOVERNANCE APPOINTMENTS – UNDERPINNING PRINCIPLES

OBJECTIVITY

Appointments processes will be robust in order that recommendations are based as far as possible on objective information, rather than subjective opinion.

TRANSPARENCY

Appointments processes will be published widely so that they are known and understood.

Forthcoming vacancies will be published widely so that they are known.

CHOICE

Potential candidates will initially be drawn from as wide a pool as possible and, wherever possible, 'shortlists of one' will be discouraged.

MERIT

Appointment recommendations will be made on the basis of merit. ie the candidate(s) that best match the knowledge, skills and qualities required of the role will be recommended.

Appointees wishing to stand for a second term would be only be eligible if they met the knowledge, skills and qualities required at the time of re-appointment and they had a satisfactory and recent performance appraisal by the appropriate chairman.

RESPONSIBILITY

Governance responsibility for appointments will be in accordance with the Charter and ByeLaws in operation at the time.

INTEGRITY

Everyone engaged in the process will act at the highest levels of integrity

RESPECT

Everyone who applies, or is considered for appointment will be treated with the highest levels of respect at every stage – including respect for both commercial and personal confidentiality.

PROPORTIONALITY

Practices during each appointment will be appropriate for the circumstances to ensure the highest quality candidates in the required timescales.

DIVERSITY

Appointment processes should reflect the strong business case for balanced boards and committees and that inclusive and diverse bodies are more likely to be effective, better able to understand their stakeholders and to benefit from fresh perspectives, new ideas, vigorous challenge and broad experience.