

Candidate Information Pack  
Non-Executive Directors  
Financial Conduct Authority

Deadline for applications: Wednesday  
8 April 2026, 12noon



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## An introduction from the Chair of the FCA

Thank you for your interest in the role of Non-Executive Director of the Financial Conduct Authority (FCA).

The FCA's remit continues to expand as it enters a new strategic cycle. The FCA is responsible for the conduct regulation of nearly 42,000 firms, prudential supervision of around 41,000, and standard-setting for 17,000 more. It is accountable to Parliament but operates independently, in the public interest.

The FCA's work covers the breadth of financial services in the United Kingdom, from international wholesale banking and market infrastructure to consumer credit and pensions, and includes authorisation, supervision and enforcement activity. Following recent reforms, the FCA's perimeter is set to grow further—most notably, the consolidation of the Payment Systems Regulator into the FCA and the anticipated extension of anti-money laundering oversight to the legal and accountancy sectors. The FCA's actions shape not only the UK's financial markets but also influence global standards and the wider economy.

The FCA's strategic objective is to make sure relevant markets function well. We have outlined how we do this in the FCA's five-year strategy with our four priorities—supporting economic growth, being a smarter regulator, helping consumers navigate their financial lives, and fighting financial crime. The Board has overseen significant reforms to streamline regulation, reduce unnecessary burdens, and enable innovation, while maintaining a sharp focus on the FCA's statutory objectives of consumer protection, market integrity and promoting effective competition in consumer interests.

The FCA's approach is increasingly data-driven, with a strong emphasis on operational resilience, digital transformation, and the responsible adoption of AI and new technologies.

Non-executive directors (NED) play a vital role in promoting strong governance, ethical culture, and effective risk management. The FCA Board relies on its NEDs to help navigate complex policy choices, balance competing stakeholder interests, whilst maintaining public trust in the regulatory system. This is a challenging but rewarding position, offering the opportunity to help shape the future of UK financial services and deliver lasting, positive change in an essential market. I hope that a diverse range of candidates with the skills, experience, and sense of public purpose required for this role will apply.

I wish you every success in your application.

**Ashley Alder, Chair of the FCA Board**



## Background to the appointment

HM Treasury is seeking to appoint two NEDs to the FCA Board. These appointments offer an opportunity to contribute to the strategic oversight of a large, complex and internationally recognised organisation. Board members provide independent challenge and governance assurance across a wide range of issues, from consumer protection and market integrity to operational resilience and emerging risks such as AI and sustainability.

### About the Financial Conduct Authority

The FCA is an independent regulator with the strategic objective of ensuring that the UK's financial markets function well. It operates alongside the Prudential Regulation Authority (PRA) and the Bank of England to regulate financial services. The FCA is made up of a number of divisions, including Authorisations, Policy and Competition, Supervision, Enforcement, Market Oversight and Operations, that work together to deliver its objectives.

The Board oversees the work of the FCA and holds the executive to account. It includes the NEDs and the Chief Executive and is supported by a number of Board committees, including the Audit Committee, Risk Committee, People Committee, Policy and Rules Committee, Oversight Committee and Regulatory Decisions Committee.

Further information can be found at the following links:

- [About the FCA and our objectives](#)
- [Our strategy 2025-30](#)
- [Annual Report and Accounts 2024/25](#)
- [Annual work programme 2025/26](#)

### The FCA's Values & Diversity

Our ambition is to create a diverse and inclusive workplace that reflects the society we serve, helping us to be a better regulator. We serve the public and our decisions directly affect the wellbeing of people, businesses and the UK economy. So, our values matter. They represent the culture we aspire to every day, guiding our judgements, building trust and helping us to be 'At our best'.

The FCA is committed to achieving greater diversity across all levels of our organisation. Given this, we particularly welcome applications from women, disabled, and minority ethnic candidates, as under-represented groups. HM Treasury and the FCA are keen to diversify the FCA Board both demographically and professionally to avoid 'group think'.



# The Role

## Key responsibilities of the Board:

- Develop the strategic direction of the organisation in pursuit of its statutory objectives;
- Scrutinise the performance of the organisation in meeting agreed goals and objectives;
- Hold the Chief Executive and the executive team to account and provide appropriate challenge;
- Demonstrate and uphold the FCA’s commitment to equality, diversity and inclusion;
- Ensure that the regulatory powers and responsibilities specifically reserved to the Board by legislation are exercised appropriately;
- Ensure appropriate policies are in place to manage risks to the organisation’s operations and the achievement of its strategic objectives;
- Debate and take specific decisions which are of such significance as to be required to be taken by the Board;
- Maintain a sound system of financial control;
- Approve the annual budget of the FCA, the Payment Systems Regulator, the Financial Ombudsman Service and the Financial Services Compensation Scheme.

## Key responsibilities of Non Executive Directors

- Develop, promote and act at all times in the best interests of the FCA;
- Develop, monitor, and hold the Chief Executive and executive team to account for the FCA’s performance and strategic direction;
- Apply a constructive style in scrutinising and challenging management recommendations at Board level, respecting the boundary between non-executive and executive responsibility;
- Apply relevant knowledge and expertise to the Board’s debates and decision making;
- Assist in maintaining positive working relationships with the FCA’s key senior stakeholders.

More information about the Board and the governance of the FCA can be found in our [Corporate Governance Document](#).

## The Individuals - person specification

The requirements for this role are as follows:

### Essential skills and experience:

- **Knowledge:** a clear understanding of the work, priorities and challenges of the FCA and the context within which it operates, including an appreciation of the role played by financial services regulation in enhancing market integrity, protecting consumers, promoting effective competition in the interests of consumers and facilitating growth and competitiveness.
- **Experience:** experience of governance and/or strategic leadership in a significant, complex, or changing financial services organisation.
- **Communication:** strong communication and interpersonal skills with the ability to listen, accept challenge and constructively challenge others in discussions with clarity and respect, underpinned by a strategic mindset and excellent judgement.
- **Judgement:** effective decision-making skills with the ability to critically analyse a wide range of information to make clear and objective evidence-based recommendations to support the delivery of the organisation's objectives.
- **Relationship building and Collaboration:** ability to work closely with the executive board and other key stakeholders, providing support, constructive challenge and assurance as appropriate.

### Desirable skills and experience

- Experience within the retail banking sector, lending environments, and/or retail intermediary markets, ensuring that regulatory policies and decisions are grounded in a practical understanding of these markets.
- Proven track record of championing consumer interests or working within the third sector, ensuring the FCA remains responsive to the needs of diverse stakeholders.
- Knowledge of payments systems and processes, with an appreciation of the UK's national payments vision and its implications for financial services regulation.

## Terms of Appointment

### Term

The successful candidates will be appointed for a **three-year term** with the **possibility of renewal for a second term**.

### Time Commitment

The role requires a minimum commitment of around 50 days per year, including preparation and attendance at Board and Committee meetings (usually held in person, typically 2–3 days per month) and occasional ad hoc engagements. However, flexibility will be required given the regulatory demands of a high-profile, fast-moving industry.

### Standards in public life and conflict of interests

As public appointments, members of the FCA Board are subject to the Seven Principles of Public Life (Nolan Principles – see below). These principles underpin the legitimacy of regulation, ensuring decisions are made in the public interest, transparently and free from undue influence. Board members must exercise independent judgement and avoid any actual or perceived conflicts of interest that could materially affect their role.

Successful candidates will need to balance other activities with the requirement to demonstrate independence, which may affect other appointments or interests. Prospective candidates should declare existing or anticipated activities as part of the selection process and give careful consideration to how any potential conflicts could be managed.

Potential conflicts will not automatically prevent progression to interview but will need to be explored to understand how they would be managed if appointed.

Candidates should familiarise themselves with the [FCA's Conflict of Interests Policy for FCA Non-Executive Directors](#) and direct any queries to [conflictofinterests@fca.org.uk](mailto:conflictofinterests@fca.org.uk).

### Remuneration

The remuneration for this appointment is £35k per annum. Non-Executive Directors who chair a committee of the Board receive an additional £10k per annum.

# Application Process

## Submitting an application

The application process has two stages. First, you must create an account on GOV.UK 'Apply for a public appointment' website using the link below. Second, you should contact Gatenby Sanderson to submit your application for this specific role. To find out more about the role please visit <https://www.gatenbysanderson.com/job/GSe129152>

### Step 1

Please visit the [Start Application – Apply for a public appointment – GOV.UK](#) website, and either create an account or 'sign in' to an existing account, if you already have one. Once you are registered and signed in you can select 'Apply for this appointment'.

### Step 2

Once you have registered with the Public Appointments website, please visit <https://www.gatenbysanderson.com/job/GSe129152> to submit:

- A comprehensive CV
- A covering letter (no more than two pages) which sets out your interest in the role and encapsulates the aspects of your experience relevant to the criteria listed in the Person Specification. Please also include details of two referees (who will only be contacted with your express permission).

**Please note: To apply, and for your application be deemed complete, you must complete both of these steps.**

We are committed to ensuring everyone can access our website and application processes. This includes people with sight loss, hearing, mobility and cognitive impairments. If you are unable to apply online or require access to any documentation in alternative formats, please contact [FCANED@gatenbysanderson.com](mailto:FCANED@gatenbysanderson.com)

The deadline for applications is: **Wednesday 8 April 2026, 12noon.**

Your application will be acknowledged after receipt, and you will be informed via GatenbySanderson regarding the progress of your application. Due to the high volume expected with this campaign we will be unable to offer personal feedback if candidates are unsuccessful in their application.

### Reasonable adjustments

The FCA wishes to remove any possible barriers and are committed to providing a wide range of reasonable adjustments so that you can keep the focus on your conversations and be at your best. If you have an accessibility requirement, disability, or condition that means you might require changes to the recruitment process or attending the interview, please let us know in your application via email to [FCANED@gatenbysanderson.com](mailto:FCANED@gatenbysanderson.com)



## Process and Timing

Once the closing date for applications has passed, applications will be sifted according to the criteria set out in this document. Those applicants who have not been successful will be notified at this stage.

Due to the high volume expected with this campaign we will be unable to offer personal feedback if candidates are unsuccessful in their application.

If successful, you will be invited to a preliminary discussion with GatenbySanderson. If you have applied under the Disability Confident Scheme and you meet all the essential criteria, then you will also be invited for a discussion.

A shortlist of the most qualified applicants will be asked to attend a panel interview which will involve a more in-depth discussion of their previous experience and professional competence in relation to the criteria set out in the Person Specification.

Interviews are expected to take place in person at HM Treasury, 1 Horse Guards Road, London, SW1A 2HQ **June 2026** (though please note that this may be subject to change).

**The Assessment Panel** will be chaired by **Matt Cornford (Director, Financial Services, HM Treasury)**. The other Panel members will be **Ashley Alder (Chair, FCA)** as the FCA Member and **Marion King** as the Independent Panel Member.

**It is expected that the appointments will commence in early-mid July 2026.**

### Due diligence

Candidates undergo due diligence and conflict of interest checks as part of the selection process. Applicants must be able to demonstrate that they hold and will need to maintain for the duration of the appointment, the right to work in the UK.

Initial due diligence undertaken throughout the assessment process may include, but is not limited to, reviewing publicly available information such as an applicant's social media presence and media footprint, as well as conducting credit, insolvency and financial integrity checks. Data held by the FCA on applicants for regulatory purposes may also be referenced where relevant.

The appointment of successful candidates is subject to and dependent on further due diligence including a Disclosure and Barring Service (DBS) check, security vetting to Security Check (SC) level and satisfactory references.

The [National Security Vetting privacy notice](#) explains how SC level data is shared and who the data controllers are.

## Process and Timing

### The Disability Confident Scheme

We are proud to be a Disability Confident Employer, and therefore, people or individuals with disabilities and long-term conditions who best meet the minimum criteria for a role will go through to the next stage of the recruitment process. In cases of high application volumes we may progress applicants whose experience most closely matches the role's key requirements. To learn more about the Disability Confident Scheme click [here](#).

### Complaints

We aim to process all applications as quickly as possible and to treat all applicants with courtesy.

Please contact GatenbySanderson in the first instance if you would like to make a complaint regarding your application by emailing [FCANED@gatenbysanderson.com](mailto:FCANED@gatenbysanderson.com)

If you are not satisfied with how GatenbySanderson deal with your complaint, please contact the HMT public appointments team at [hmtappointmentsteam@hmtreasury.gov.uk](mailto:hmtappointmentsteam@hmtreasury.gov.uk). They will acknowledge your complaint upon receipt and respond within 15 working days.

This appointment is regulated by the Commissioner for Public Appointments and as such, if you are not completely satisfied with HM Treasury's response to your complaint, you may refer it to the Office of the Commissioner for Public Appointments (OCPA). Information on how to do so is available [here](#).

### Personal data

We will process all applications in line with GDPR. Please refer to the privacy notices for [Cabinet Office](#), [GatenbySanderson](#), and [HM Treasury](#).



## Timetable for Recruitment March - June 2026

Dates	Activity
Wednesday 8 April 2026, 12noon	Closing date for receipt of applications
Monday 20 April 2026	Longlist meeting
21 April- 1 May 2026	Preliminary Interviews with GS (via MS Teams)
Wednesday 6 May 2026	Shortlist meeting
Tuesday 9 and Wednesday 10 June, 9.30am - 5pm	Interviews - in person at HM Treasury, 1 Horse Guards Road, London, SW1A 2HQ
June 2026	Offer extended to successful candidates Confirmation of appointments

The timelines may be subject to change.

Please let us know as soon as possible in your application of any dates when you are not available or where you may have difficulty with the indicative timetable, as it is often not possible to change panel interview times and dates due to diary arrangements.

### Annexe A - Additional Information

- [The FCA Board](#)
- [The FCA Board Charter](#)
- [The Nolan principles](#)



Applications must be received by Wednesday 8 April 2026, 12noon

For an informal discussion about the role, please contact  
[FCANED@gatenbysanderson.com](mailto:FCANED@gatenbysanderson.com)

