



Ownership at Work

Trustee Recruitment Pack 2022

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Welcome from our Chair

Thank you for your interest in becoming a Trustee for Ownership at Work.

Ownership at Work exists to bring insight into and raise awareness of the benefits of employee ownership (EO).

All-employee ownership brings multiple benefits to individual workers, businesses, wider society and the economy. Ownership at Work (OAW) is strengthening the evidence base behind those benefits.

We produce research that supports political and policy decision-makers to promote growing levels of EO in the UK, and educational materials that help businesses and employees to reap the positive economic and social outcomes EO can bring.

Launched in 2019, OAW is an independent charitable think tank and research partner to the sector's trade body, the Employee Ownership Association (EOA).

OAW is a registered charity with a Board of [Trustee Directors](#). All are highly respected individuals with strong track records in the employee-owned sector

In addition, a small group of [Fellows](#) help ensure our research programme is always highly relevant and addresses critical challenges for employees, businesses and policy-makers. Fellows are all leaders in their fields from inside the EO sector and beyond.

We are privileged to have three highly esteemed public figures on our [Advisory Board](#) who bring the weight of their insight, intellect and experience to support OAW to achieve its ambition.

With our Chief Executive, [Campbell McDonald](#), we are now pursuing an ambitious strategy of growth and are seeking the contribution of new Trustees to support this strategy.

We are keen to welcome new Trustees from a diversity of backgrounds and with different experiences to share as we strengthen our skills in key areas.

After reading this pack, we hope that you are inspired to want to join us on our journey and look forward to receiving your application.

Ann Tyler, Chair
July 2022

About us: Mission statement

Our mission is to promote greater understanding of the role industrial democracy and employee ownership can play in the UK economy. We focus on the social and economic impact of sharing meaningful ownership and participation with employees and workers in organisations of all kinds.

About us: Strategic objectives

1

GENERATE FRESH IDEAS AND CRITICAL THINKING

- ACTIVITY** Generate fresh insights and challenge existing assumptions and practice in current social and economic environment based
- OUTPUT** New ideas and critical thinking, shared in short reports and commentary, undertaken with range of appropriate and relevant partners
- OUTCOME** Help to influence public debate and challenge thinking of critical audiences (including policy-makers, influencers, investors and business owners)

2

GENERATE DATA AND INSIGHT TO SUPPORT EO BEST PRACTICE

- ACTIVITY** Capture and generate knowledge and insights to address gaps in existing best practice data on how to effectively share ownership and participation at work
- OUTPUT** Regularly updated best practice data, undertaken with research partners
- OUTCOME** Help to increase levels of excellent practice in businesses that choose to share ownership and participation with employees/workers

3

GENERATE EVIDENCE OF EO OUTCOMES AND IMPACT

- ACTIVITY** Generate outcomes data to help address gaps in the evidence base demonstrating the impact of sharing ownership and participation at work
- OUTPUT** New robust and substantive research findings, undertaken by independent research partners
- OUTCOME** Help to ensure the impact of sharing ownership and participation is better understood by critical audiences (including policy-makers, influencers, investors and business owners)

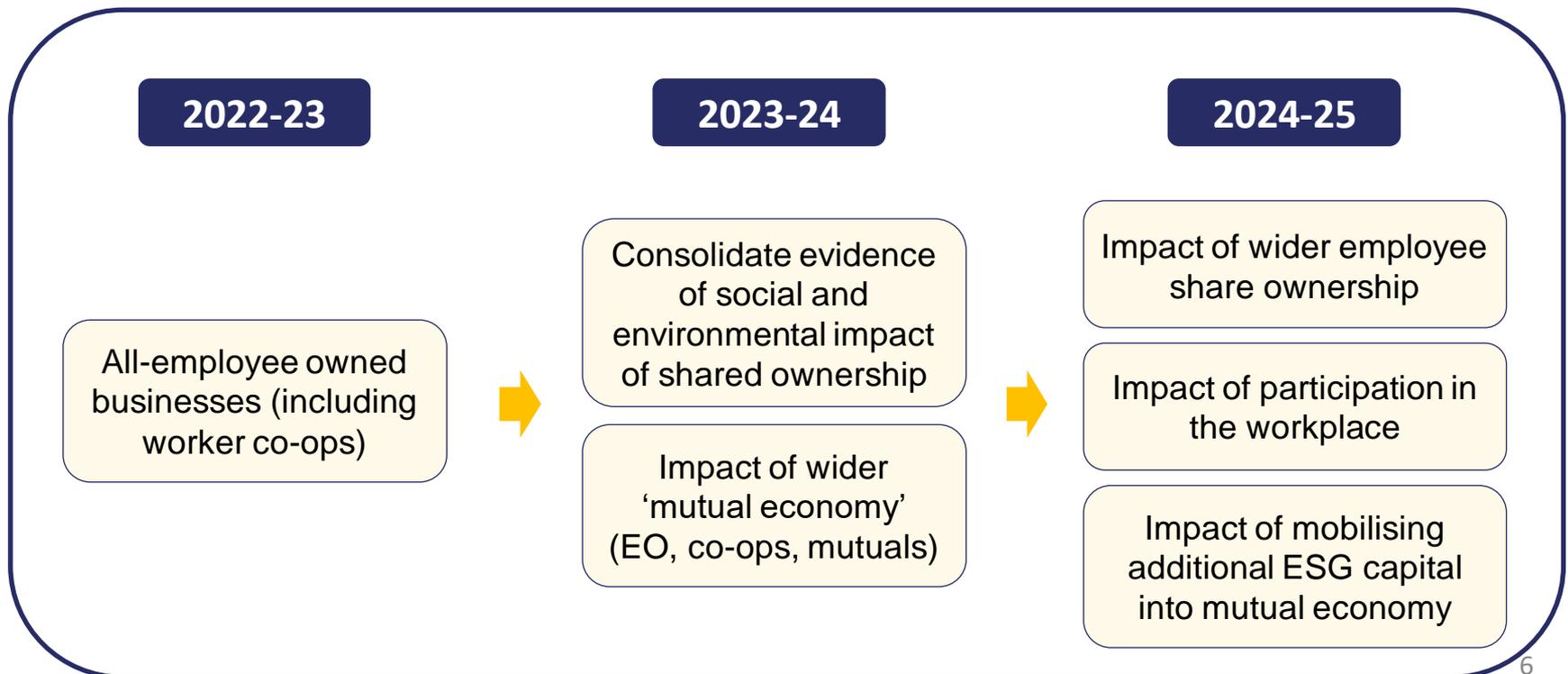
4

PROMOTE A FAIR ECONOMY

- ACTIVITY** Use ideas and insights to support initiatives that promote a fair economy in which more individuals have opportunities to share in ownership and participation at work
- OUTPUT** Lead or participate in innovative activities that raise awareness of impacts of shared ownership
- OUTCOME** Help contribute to a fair economy by ensuring key decision-makers act to promote sharing ownership and participation with employees (particularly policy-makers, investors and owners)

About us: 3-year strategic ambition

Ownership at Work will become the go-to organisation for insight and data on the impact of shared employee ownership and participation.



Current activity, priorities & partners

In 2022, OAW is at the start of two important research programmes that aim to significantly strengthen the EO sector's national evidence base.

EO Knowledge Programme

This 18-month Programme, commissioned by the EOA, includes a quantitative and qualitative study of over 100 EO firms on economic, social and environmental metrics and comparing to non-EO businesses; and an annual survey to measure best practice against sector-specific benchmarks.

Our partners and sponsors for the EO Knowledge Programme include:

JOHN LEWIS
PARTNERSHIP

 EMPLOYEE
OWNERSHIP
ASSOCIATION
BETTER BUSINESS TOGETHER

M
M
MOTT
MACDONALD

Current activity, priorities & partners

Transition Impact Programme

This 3-year Programme is sponsored by EO impact fund Valloop, includes recurring data sets looking at impact of introducing EO into firms; and a place-based initiative to extract rich social as well as economic impact data. Other partners in the Programme include



OAW is raising funds for additional projects, including a deep dive analysis of EOTs and insights on SME succession readiness. OAW regularly partners with the Federation of Small Businesses (eg on SME succession readiness).

Please find recent publications [here](#).

What skills & experience are needed

We are seeking to develop and strengthen our Board with the recruitment of up to three new Trustees. Applications are welcome from those new to Board roles and people from different backgrounds and experiences. We know that improving the diversity of our Board will strengthen and enhance what we can achieve.

The key requirement is a passion for growing the evidence of the benefits of employee ownership, though applicants do not necessarily need to have a background in an employee-owned business. Applicants are sought with expertise in one or more of the following areas:

- Financial / accountancy – professional background or significant roles
- Funders / fundraising – knowledge and experience
- Alternative business models (charities, co-ops, mutuals, social enterprises) – a broad range of experience in working in the different sectors
- Larger employee owned organisation – understanding of people and culture challenges.
- Large Corporates – understanding the wider opportunities

Role of the OAW Trustees

OAW Trustees are volunteers, helping to run the charity by overseeing the strategy, ensuring OAW carries out its stated objectives, operates within the law and uses its resources responsibly. Specifically, OAW Trustees operate within the legal framework of duties, as defined by the Charity Commission's core guidance: [*The Essential Trustee: what you need to know, what you need to do*](#)

- Ensure OAW is carrying out its purpose for the public benefit
- Comply with OAW [governing document](#) and the law
- Act in OAW's best interests
- Manage OAW's resources responsibly
- Act with reasonable care and skill
- Ensure OAW is fully accountable at all times

Becoming an OAW Trustee is a hugely rewarding activity, and can help to boost your career, allow you to give back to the EO community and provide a way to share your skills, knowledge and experience.

Role of the OAW Trustees

The OAW Board of Trustees meets formally at least 4 times a year, or more frequently if required. Currently these meetings are held virtually, and it is expected that this will continue as the preferred method of meeting in the future.

In between Trustee Board meetings, there are occasional times when smaller groups of Trustees may meet to lead on specific activity (eg recruitment). This is managed in line with individuals' availability.

OAW Trustees are encouraged to attend industry events where possible (eg EOA Annual Conference) in order to represent the charity and to network with stakeholders.

OAW Trustees deliver their work on a voluntary basis without remuneration, although expenses may be provided on an individual basis if required in exceptional cases.

Application process & timescales

- We hope that you are interested in applying for one of the three Trustee roles and if so, ask that you email your application of a copy of your latest CV and a covering letter of no more than 2 pages addressed to the OAW Chair Ann Tyler. Please send to oaw@employeeownership.co.uk no later than 26th August.
- If you would like to discuss the opportunity further, please make that request in your initial email and we will arrange an informal discussion with the Chair before 26th August.
- Shortlisted candidates will be invited to meet with Trustees for a virtual interview on either 22nd, 23rd, 29th or 30th September.
- We intend to appoint new Trustees to start from October 2022.