

# FMSB 2025 Board Mentoring Programme

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## Introduction

After a successful pilot programme, Financial Markets Standards Board Limited (FMSB) has decided to run the external board mentoring programme introduced by the FMSB Ltd Board in 2022 for another year, starting in April 2025.

The programme is intended as a way to give something back to the FMSB community by developing the pipeline of diverse talent available for future non-executive positions in the industry; while also bringing different and diverse perspectives into the FMSB boardroom.

By the end of the programme, the successful candidate will have had one years' practical experience of observing the workings of a Board and its Committees from the inside, and hands-on director training. They will have also gained experience and knowledge about FMSB's work with Members, regulators and other key stakeholders, as well as extending their network.

## Selection Criteria

Potential candidates might aspire to join the FMSB Ltd Board itself at some point in the future, but this is not essential; we will also welcome applications from individuals who aspire to have board careers outside FMSB too. Candidates should have no other prior independent or external board experience (participation in internal boards for an employer will not count in this regard).

We will consider candidates from FMSB Member firms and also from the wider financial markets industry, ideally with the support of someone from a Member firm, and/or from one of our stakeholder organisations.

Candidates should be able to demonstrate a high-performance track record in their current executive role, an interest in and career path towards a non-executive board position and some subject matter or markets expertise relevant to FMSB.

It is hoped that the successful participant will also extend the diversity of the FMSB Ltd Board by bringing, via their background (for example, through gender, ethnicity, disability, age), experience or thought, a perspective that is not currently adequately represented on the FMSB Ltd Board.

## Programme Structure

The successful candidate will be invited to attend all FMSB Ltd Board meetings and at least two Board Committee meetings from April 2025 onwards for 12 months, thereby allowing candidates to witness the entire annual board cycle.

They will attend all these meetings as an observer, with no responsibility for making, or having any ability to make, decisions on behalf of FMSB Ltd including instructing or directing the FMSB Ltd Board to act in any way. Participation in Board discussions, including the ability to provide constructive comment and opinions will, however, be

welcomed. Candidates will be asked to sign a non-disclosure agreement and may be asked to step out of some very confidential discussions.

### **Candidates will:**

- be given the full FMSB director induction training with a mentor assigned from the current Board to assist and monitor progress, explaining the legal and regulatory background for the Board in theory and how it works in practice;
- be expected (and have the capacity) to attend all Board meetings (3-4 pa) and the majority of Committee meetings (6pa) during a 12-month cycle;
- meet with the acting Company Secretary to explain and discuss the practical and logistical support required by boards;
- meet with the Chair of the Board to discuss and explain the dynamics of managing a board and preparing for board meetings;
- meet with the Chairs of the Audit & Risk Committee and the Nomination & Remuneration Committee to explain and discuss the issues arising in the different Committees and the preparation for the Committee meetings.

### **Application Process**

Teneo People Advisory, a recruitment consultant, have kindly agreed to assist with the administration of this programme. Candidates should apply to Madeleine Crane at Teneo, supplying a CV and short covering letter detailing why they would like to participate in the programme, detailing how they meet the criteria above, and supplying details of two referees. Applications should be submitted on or before 7 February 2025 by email to: [maddy.crane@teneo.com](mailto:maddy.crane@teneo.com)

Referees will not be contacted unless a candidate is invited for interview. A short list of candidates will be interviewed during the month of March 2025 by non-executive members of the FMSB Ltd Board.

### **Background**

For more information on how the programme works applicants are encouraged to [watch a video](#) of former participants, Sabina Liu, Head of Equities Trading Sales, UK Agency Clients & APAC at London Stock Exchange Group and Emma Mangan, Head of CIB Merchant & Card European Head of Technology at JP Morgan, talking with FMSB Ltd Board members about their experience on the pilot programme.