

Letter from Chair



Date: **October 2024**

Dear Members

Thank you for your interest in becoming a Director of HF Holidays. Hopefully, this letter will help you decide whether joining the board would suit you.

This is an exciting time for the Society, as we have appointed a new CEO and will focus on reviewing our Strategy. We are confident that we will deliver the growth that will ensure the Society's future viability.

Being a Director of HF Holidays is an enjoyable, worthwhile, and rewarding experience. The Board is particularly keen to encourage members of all ages, genders, and ethnic backgrounds to stand for election. We especially encourage more women members to stand for election in order to improve the balance on the Board between women and men. A diverse board enhances the Society's performance, improves governance, and decision-making.

Candidates should have a keen interest in the Society as a mutual organisation, direct experience of working at management level in a significant size business, and be willing to give their time. Experience serving on a board or committee in a non-executive role and chairing skills would be helpful in ensuring effective governance and succession planning on the Board. In the interest of continuity, it is helpful if directors are prepared to consider standing for more than one term.

The Board carries out an annual skills and experience audit to identify what it needs as a whole, the gaps and how we seek to fill those from our membership.

The skills and experience we need on the board are set out as follows we have highlighted, **in bold**, the gaps which we especially wish to fill from April 2025:

- **hospitality management**
- **travel & tour operation experience**
- **digital technologies in marketing and business processes**
- **legal knowledge and experience**
- **marketing & sales**
- **procurement**
- **property development & management**
- board and committee experience in a commercial organisation
- human resource management
- strategic planning and implementation

We are conscious that an effective Board should be diverse, with a mix of skills, experience, age, gender and ethnic backgrounds. There are also real benefits from having a blend of directors with previous HF Holidays' Board experience and new directors who bring with them fresh perspectives. We, therefore, would welcome applications from all qualified members who are prepared to commit the time necessary to be an effective director.

To be eligible to stand, you must be a member of HF Holidays, aged 18 or over and be nominated by two fellow members and hold the current minimum of 100 shares. If you know a member who you think would make an ideal candidate, please encourage them to stand.

As part of the application process you will be asked to complete a skills and experience questionnaire.

To help you decide, whether to offer yourself for election, we provide the opportunity for you to speak with our Society Secretary, CEO and/or an existing director and to attend a Candidates' Forum.

Please email our Society Secretary, Mrs Manuela Gordea, at manuelagordea@hfholidays.co.uk for more details.

Although the closing date for completed applications is 1 p.m. on 31 December 2024, we ask you to make initial enquiries to allow time to complete all the paperwork, attend a Candidates' Forum on 27 November 2024, and discuss the role of non-executive Director with the Society Secretary, CEO and/or an existing director.

Good luck.

A handwritten signature in black ink, appearing to read 'Ben Reid', with a long horizontal flourish underneath.

Ben Reid OBE, FCCA

Chair, HF Holidays