

The Non-Executive Director (NED) Development Programme

Newsletter January 2025

The NED Development Programme is an educational mentorship programme designed to help bring through the next generation of Non-Executive Directors for Guernsey and this year we celebrate our 10th anniversary!

In 2016 a small group of individuals came together concerned as to what Guernsey was doing to nurture the next generation of Non-Executive Directors (NEDs). The IOD Company Direction Programme and other similar programmes offered a great foundation in understanding what it meant to be a NED and there were plenty of CPD opportunities available to aspiring directors but the challenge was gaining that invaluable practical experience. Aspiring NEDs found it very difficult to get positions on boards because they did not have any board experience and paradoxically could not gain experience without position on boards! And so the NED Development Programme was born with the aim of ensuring that Guernsey PLC had a strong pool of Non-Executive Directors to draw upon to ensure the Bailiwick's future success.

This year sees the 10th anniversary of the programme and we are very proud to say that we have now placed more than 100 participants on a variety of boards including charitable, trading and full London listed companies. Many of the individuals that have been through the programme are now successful NEDs who help champion the programme; citing it as a stepping stone in their own career development.

I want to thank all of our NED participants, our host boards, our sponsors Deloitte and Appleby and our supporters, all of whom played an integral part in the many successes of The NED Development Programme over the past decade.

I also want to say a big thank you to Carol Goodwin who stepped down from the Selection Committee at the end of last year. Carol, who will be well known to many, is a former winner of the IOD Director of the Year (Dr Neville Bain Memorial Award) and has been with us from day one. Carol has always been a strong advocate for corporate governance and director development and has been instrumental in helping drive the programme forward to where it is today and we are very grateful for all her passion, dedication and hard work.



It has been another year of exciting developments and growth for the programme despite challenging conditions in some sectors. We have partnered with a number of new boards across a variety of sectors and seen strong interest in the programme from aspiring directors keen to learn more about the workings of the boardroom.

We continue to work closely with the IOD and IOD Next Gen Committee as well as the NED Forum to ensure a closer co-ordinated approach for those thinking about becoming a NED and our partnership with the GIFA NED Committee has led to a number of new opportunities for placements with Listed Company Boards.

Our Purpose

The NED Development Programme exists to support the creation of local talent wishing to become NEDs and to promote the message that local boardrooms require a diverse set of skills and capabilities to achieve best performance.

NED Development Programme Mission Statement

Guernsey will need to continue to broaden its directorial talent pool to successfully meet the challenges that new perspectives on corporate governance, social justice and fast moving technological advancements will present. Do local boards have the right skills to overcome problems which they may never have encountered before? e.g. increase in cyber-attacks, climate risks, investor pressures on ESG, increased stakeholder scrutiny, and the threats / opportunities that AI will bring?

AI, for example, has dominated global headlines — from breakthroughs in productivity to serious concerns over misinformation, bias, and ethical use. Yet for many boards, the question remains: how do we govern what we don't yet fully understand? Much like past scandals, the risk with AI doesn't lie in the technology itself, but in its unchecked use — or worse, the absence of strategic oversight.

Boards today must be prepared not only to respond to change but to anticipate and shape it. This requires a new blend of skills: curiosity, digital literacy, and a strong sense of ethics. The best governance after all is not about knowing all the answers — it's about asking the right questions!

An area of focus for the programme this year will be social justice. Social justice is no longer a fringe concern — it's a board-level priority. Today's directors must navigate a world where equity, transparency, and accountability are under sharper scrutiny than ever. From fair pay and inclusive hiring to environmental responsibility and ethical governance, boards are expected to lead with purpose, not just profit. For NEDs, this means asking tougher questions, challenging systemic blind spots, and ensuring the organisations they serve reflect the values of the society in which they operate. Social justice cannot be optional — it's good governance and a boardroom imperative.

Our aim is to play a part in helping to ensure that the next generation of local NEDs will be well equipped to meet these and future challenges. Through placements on well governed boards under the guidance of experienced board members, aspiring directors can begin to learn the skills of the boardroom.

Partner boards can help diversify and develop the next generation NEDs by transferring their collective experience,

knowledge and skills to participants and can themselves benefit from fresh thinking and perhaps access to a skill set not found on the board.

I am extremely grateful to our very hard-working Selection Committee who meet boards and participants to make these placements happen. We have received some fantastic feedback from both boards and participants!

Total number of placements in 2025

NED Development Programme

30

Breakdown of placements



05

Number of listed boards



09

Number of commercial boards



14

Number of charitable/ not for profit boards

65

Number of participants in the pool at end of 2025

05

Number of NEW host boards in 2025

If you are an aspiring director or a board looking for fresh thinking we'd love to talk to you about how the NED Development Programme could help you.

Lindsey Hart – Participant

“The experience has greatly enhanced my effectiveness as a Director and my confidence in pursuing Non-Exec positions. I learnt a great deal about the responsibilities and mindset required of a Non-Exec Director and how this contrasts with an Executive role. I felt encouraged to ask questions and that my input genuinely mattered.”

Philippa Stahelin – CEO of Headway

“Headway has been delighted to welcome our participant to the board through the NED programme. Their skills in board process and strategy have been especially invaluable to Headway this year, and their joining coincided with a major strategy review for the charity, which they led with skill and real understanding of Headway and our services. It resulted in a really productive and collaborative board review and led to a much clearer and agreed vision of our mission, purpose, strengths and challenges. This will be used to inform our services into the future.”

Want to find out more?

More information about the NED Development Programme, including responses to FAQs, can be found at gta.gg/course/ned-development-programme.

Alternatively, contact Simon Le Tocq, on NED@gta.gg or call **224570**.

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