



Department for
Business & Trade



Competition & Markets Authority, Non-Executive Directors

Candidate Information Pack

November 2025

Ministerial Message to Candidates

Dear Candidate,

Thank you for your interest in becoming a Non-Executive Director of the Competition & Markets Authority (CMA).

The CMA is the UK's competition and consumer agency, promoting competition for the benefit of consumers, businesses and the UK economy. The CMA plays a crucial role in supporting the Government's growth mission. Free and fair competition and effective consumer protection support growth by driving forward innovation, increasing productivity, and encouraging investment – including international direct investment – into the UK.

The CMA is implementing an exciting change programme based around delivering the “4Ps” – improved Pace, Predictability, Proportionality and Process. In doing so the CMA has taken a leading role in driving the regulatory reform agenda, a key priority for the Government.

We are looking for dynamic individuals with a range of backgrounds and experience ready to work with the rest of the CMA Board to set the strategic direction of the organisation and support the executive in delivering the Annual Plan and embedding the 4Ps across the CMA's work, which now includes the new pro-competition digital markets regime and increased powers to protect consumers, alongside its established role in reviewing mergers and tackling anti-competitive behaviour in markets. The Government will also bring forward a consultation in the coming months on legislative reform proposals where the Government can take further action to improve the pace, predictability and proportionality of the UK's competition regimes.

As a Non-Executive Director, you will draw upon your knowledge and experience to provide an objective viewpoint, offer constructive challenge and support the executive team.

If you have the qualities we are seeking and are keen to support the CMA in delivering for businesses and consumers across the UK, we look forward to hearing from you.

The Rt Hon Peter Kyle MP
Secretary of State for Business and Trade

VACANCY DESCRIPTION

The Organisation:

The CMA is the UK's primary competition and consumer body. It promotes competition for the benefit of consumers, both within the UK and internationally, and its aim is to ensure that markets work well for consumers, businesses and the economy.

The CMA is a non-Ministerial department established by the Enterprise and Regulatory Reform Act 2013 on 1 April 2014, merging the Office for Fair Trading (OFT) and the Competition Commission (CC). The CMA has staff in London, Edinburgh, Belfast, Cardiff, Manchester and Darlington.

The Secretary of State for Business and Trade sets the policy framework for competition which gives the CMA powers to investigate mergers, breaches of the Competition Act 1998 (CA98) prohibitions, poorly functioning markets and to protect consumers from unfair trading practices. The CMA also enforces the new pro-competition digital markets regime and strengthened consumer under the Digital Markets Competition and Consumers Act 2024 and considers appeals against the economic regulators' decisions.

The CMA is directly funded by His Majesty's Treasury and is accountable to Parliament. At the beginning of each Parliament, a non-binding Strategic Steer to the CMA is published by the Government outlining the key focuses and challenges for competition and consumer protection. Sponsorship for the organisation is shared between HM Treasury in relation to funding and the Department for Business and Trade (DBT) in relation to policy and Board level appointments.

The Role: Non-Executive Director

The Board is the governing body of the CMA. It establishes the overall strategic direction of the organisation within the policy framework laid down by Parliament. Non-Executive Directors (NEDs) will make up the majority of the Board and, together with the non-executive Chair, bring appropriate challenge to the decisions made by the executive in running the organisation. NEDs may also be asked to serve on Board committees and subcommittees including the CMA's Audit and Risk Committee, Remuneration Committee, Digital Markets Board Committee and its decision-making sub-committees on Strategic Market Status (SMS) designations and may also be asked to join other committees or Competition Act 1998 Case Decision Groups.

The CMA Board currently consists of an Interim Chair, five NEDs, the CEO and four Executive Directors. Two of the current NEDs are also members of the CMA's independent decision-making Panel (who are responsible for decisions on phase 2 mergers and Markets studies) and one of the NEDs is the Chair of the Panel for the Office for the Internal Market.

The Board establishes the overall strategic direction of the CMA within the policy framework laid down under the Enterprise and Regulatory Reform Act 2013. The Board

ensures that the CMA fulfils its statutory duties and functions. It considers the opinions and reports of the CMA Accounting Officer and oversees the appropriate use of public funds.

As a NED your responsibilities will include:

- providing support, guidance and challenge on the progress and implementation of the CMA's strategic plan
- ensuring that the Board obtains and considers all appropriate information
- advising on the operational, strategic and delivery implications of policy proposals
- serving on Board subcommittees as required

Person Specification:

Essential criteria

1. **Knowledge** – A clear understanding of the work, priorities and challenges of the CMA and the context within which it operates, including its role in supporting growth, ensuring fair competition and protecting consumers.
2. **Experience** – A strong track record of delivery on significant policy or strategic issues within the private, public or voluntary sectors, demonstrating the ability to lead and influence at Board level.
3. **Relationship building** – Ability to build strong stakeholder relationships, including with Ministers, senior Government officials and external stakeholders, commanding trust and confidence at all levels.
4. **Communication** – Strong communication and interpersonal skills, with the ability to listen, accept challenge and constructively challenge others in discussions with clarity and respect.
5. **Judgement** – Effective decision-making skills with the ability to critically analyse a wide range of information and make clear, objective, evidence-based recommendations to support the delivery of the organisation's objectives.
6. **Collaboration** – Ability to work closely with the executive board and other key stakeholders, providing support, constructive challenge and assurance as appropriate, while inspiring dedication, pace and innovation.
7. **Commitment to diversity** – A strong commitment to equal opportunities and diversity, ensuring the development, sustainability and high performance of the Board as a whole and of individual members.

Desirable criteria

Experience in at least one of the following areas:

- Business or investment
- Competition or consumer law
- Economics
- Digital markets
- Public policy and parliamentary engagement

Terms of Appointment:

Successful candidates will be appointed for a period up to **5 years** (to be agreed) and may be eligible for reappointment. Remuneration is **£27,000 per year** (non-pensionable) and the time commitment is approximately **3 days per month**.

Board members will be required to attend Board meetings in London and occasional meetings in Edinburgh, Belfast, Cardiff, Manchester and Darlington. Board members are eligible to claim for receipted travel expenses in line with CMA policies.

NEDs must demonstrate a high standard of corporate and personal conduct and will be expected to meet the ethical standards expected of public office holders embodied in the [seven principles of public life](#) in all aspects of the role and abide by relevant CMA values, policies and procedures.

You should particularly note the requirement to declare any actual, perceived or potential conflict of interest that arises in the course of the office's operations and the need to declare any relevant business interests, positions of authority or other connections with commercial, public or voluntary bodies. These will be published in the [CMA Board's Register of Interests](#) and in the annual report with details of all Board Members' remuneration.

Compliance with the CMA's [conflict of interest policy](#), and the principles for [Business Appointment Rules for Civil Servants](#) will apply for up to two years post appointment.

Full Terms and Conditions will be issued with the successful candidate's appointment letter.

DBT is committed to providing equal opportunities for all, irrespective of race, age, disability, gender, marital status, religion, sexual orientation, transgender and working patterns and to the principle of public appointments on merit with independent assessments, openness and transparency of process.

DBT also offers professional training courses on public sector finance and governance for those new to the public sector.

HOW TO APPLY

To apply for this post please complete the following two steps:

1. Submit your application via the **Hays application portal: [Competition and Markets Authority - application portal](#)**

You will need to provide:

- **Supporting Statement**

This should address the essential criteria in the Person Specification and demonstrate evidence of your suitability for the role against these criteria. *Maximum length: 2 sides of A4.*

- **Curriculum Vitae**
Maximum length: 4 sides of A4.

2. Register your details on the Public Appointments Website

From October 2025, all applicants for Public Appointments are required to create an account on the Public Appointments Website and use this portal to submit their equality and outside interests declarations as part of the application process.

To register your details for this appointment, please visit: [Appointment details – Competition and Markets Authority - Non-Executive Directors – Apply for a public appointment – GOV.UK](#).

Please note: *your application will not be considered without completing this step.*

The closing date for applications is **12th December 2025 at 11:00am**. *Late applications will not be accepted.*

Indicative timetable (subject to changes)

Panel sift: Week commencing 15 December

Panel interviews: Early February 2026

Appointment Announced: March 2026

Start date: by agreement

Further details on the timetable, selection process, advisory assessment panel, requisite security clearances, and due diligence checks can be found on the [Cabinet Office Public Appointments page](#) for this vacancy.

Contacts:

- **For questions about the role:** Andrew.Timlin@hays.com
- **For questions about the public appointments process:**
dbtappointments@businessandtrade.gov.uk

If you have any questions or wish to discuss the role or the process further, please email CompetitionPolicy@businessandtrade.gov.uk

SELECTION PROCESS

Selection Process

There will be a three-part selection process:

1. Applications will be sifted by the assessment panel and a shortlist of candidates for interview drawn up.
2. You may be offered a 'fireside chat' with the CEO of the CMA and possibly also a senior member of DBT or HM Treasury – these will not be assessed.
3. Formal interview with the assessment panel of three interviewers

Recruitment Panel:

The Assessment Panel will comprise:

- **Panel Chair:** Sarah Adcock, Director of Consumer and Competition Policy, DBT
- **Public Body Representative:** Doug Gurr, Interim Chair, CMA
- **Independent Panel Member:** Caroline Turnbull-Hall, Regulatory Policy Committee Member and adviser at HMRC

DIVERSITY AND EQUAL OPPORTUNITIES

We encourage applications from talented individuals from all backgrounds and across the whole of the United Kingdom. Boards of public bodies are most effective when they reflect the diversity of views of the society they serve and this is an important part of the Government's levelling up agenda.

We collect data about applicants' characteristics and backgrounds, including information about people's educational and professional backgrounds, so that we can make sure we are attracting a broad range of people to these roles and that our selection processes are fair for everyone. Without this information, it makes it difficult to see if our outreach is working, if the application process is having an unfair impact on certain groups and whether changes are making a positive difference.

When you submit your application, your responses are collected by the Cabinet Office and the government department(s) managing your application. The data is used to produce management information about the diversity of applicants. You can select "prefer not to say" to any question you do not wish to answer. **The information you provide will not be seen by the Advisory Assessment Panel who review applications against the advertised criteria and conduct interviews.**

CONFLICTS OF INTEREST

What is a conflict of interest?

Public Appointments require the highest standards of propriety, involving impartiality, integrity and objectivity, in relation to the stewardship of public funds and the oversight and management of all related activities. This means that any private, voluntary, charitable or political interest which might be material and relevant to the work of the body concerned should be declared.

There is always the possibility for actual or perceived conflicts of interest to arise. Both are a problem, as a perceived conflict may, on occasions, be as damaging as the existence of an actual conflict. It is important, therefore, that you consider your circumstances when applying for a public appointment and identify any potential conflicts of interest, whether actual or perceived.

Surely a perceived conflict is not a problem, as long as I act impartially at all times?

The integrity of the individual is not in question here. However, it is necessary for the standing of the individual and the board that members of the public have confidence in their independence and impartiality. Even a perceived conflict of interest on the part of a board member can be extremely damaging to the body's reputation and it is therefore essential that these are declared and explored, in the same way as an actual conflict would be. The fact that a member acted impartially may be no defence against accusations of potential bias.

What should I do if I think I have a conflict of interest?

You will find a section on conflicts of interest in the application form for you to complete. This asks you to consider and declare whether or not you have a real, or perceived, conflict. If you are unsure if your circumstances constitute a possible conflict, you should still complete this section, in order to give the Selection Panel as much information as possible.

If I declare a conflict, does this mean I will not be considered for appointment?

No - each case is considered individually. If you are short listed for interview, the Panel will explore with you how far the conflict might affect your ability to contribute effectively and impartially on the Board and how this might be handled, if you were to be appointed. For example, it may be possible to arrange for you to step out of meetings where an issue is discussed, in which you have an interest. However, if, following the discussion with you, the Panel believes that the conflict is too great and would call into question the probity of the Board or the appointment; they can withdraw your application from the competition.

What happens if I do not declare a known conflict, which is then discovered by the Department after my appointment?

Again, each case would be considered on its merits, but the Department may take the view that by concealing a conflict of interest, you would be deemed to have breached the Seven Principles of Conduct Underpinning Public Life and may terminate your appointment.

What happens if I do not realise a potential conflict exists?

This situation may arise where the applicant is not familiar with the broad range of work which a body covers and therefore does not realise that a conflict might exist. In some cases, the Panel, with their wider knowledge of the body, might deduce that there is a potential conflict issue, based on the information on employment and experience provided by the candidate in the application form. They will then explore this at interview with the candidate.

What happens if a conflict of interest arises after an appointment is made?

This could arise for two main reasons. The first is that the member's circumstances may change, for example, they may change jobs and in doing so, a conflict with their work on the board becomes apparent. The second is where a member is unfamiliar with the range of the work of the body, but after appointment, it becomes clear that a conflict exists where none had been envisaged during the appointment process.

In both cases, the issue should be discussed with the Chair of the board the Chief Executive and the General Counsel of the body concerned, (and if necessary, they may consult with the Sponsoring Department) to decide whether or not the member can continue to carry out their role in an appropriate manner and each case is considered individually.

It may be that the conflict is such that it would be impractical for the member to continue on the board, if they would have to withdraw from a considerable amount of the body's routine business. In such, cases, the member may be asked to stand down from the body.

Areas where a conflict could arise

Conflict risk may arise in relation to financial and non-financial interests. For example, it may arise due to investments that an individual holds, or in relation to relationships that the individual has, both in personal and professional terms. Full details of the CMA's approach to conflicts management of relevant interests can be found in the [Conflicts of Interest policy](#).

DBT GDPR PRIVACY NOTICE

The Cabinet Office will use your data in line with our [privacy policy](#).

You can also access the Department for Business and Trade's [public appointments privacy notice](#).

MAKING A COMPLAINT

If you feel your application has not been treated fairly and you wish to make a complaint, you should initially send an email to: dbtappointments@businessandtrade.gov.uk

If you are not content with our response, please contact the Commissioner for Public Appointments at: publicappointments@csc.gov.uk

Further information on complaints procedure can be found on the [Commissioner for Public Appointment's website](#).