

Appointment Brief

Trustee and Audit & Risk Committee Member Role Description

October 2026



Welcome

Thank you for your interest in serving as a Trustee of The Mission to Seafarers. My fellow Trustees and I look forward to welcoming you to join us in the important work of providing strategic direction and oversight to our teams that touch the lives of seafarers and their families across the world every day. We are here for the world's 1.89 million seafarers in an ever-changing environment, contributing to a world in which every seafarer and their family, irrespective of faith or cultural background, can enjoy a high quality of well-being and have the maximum opportunity to thrive and find fulfilment.

This is an exciting time in the life of the Mission. If you are a qualified and experienced maritime professional with knowledge of risk management, insurance, audit or internal controls, and are willing to join our Audit & Risk Committee and provide advice and guidance to the Board as it makes decisions, we want to hear from you. We have an engaged Board that works collegiately to ensure that the Mission is well governed and stays true to its charitable purposes. The Mission to Seafarers is unconditionally committed to the support of all seafarers and their families without discrimination, and we aim to have a diverse Board of Trustees that reflects those we support. We are especially keen to invite applications from female candidates and candidates from diverse backgrounds and ethnicities to ensure that our Board is diverse. We look forward to hearing from you.

Guy Platten
Chairman, Board of Trustees

The Charity

Ships and seafarers touch our lives like no other group, yet seafarers are largely invisible to us as they ply the oceans every day carrying 90% of our daily necessities. To do this they navigate treacherous weather conditions and are separated from their homes and families for long periods, often experiencing isolation, which can also impact their mental health. They can be abandoned in far-away places by irresponsible shipowners and even be jailed through no fault of their own.

The Mission to Seafarers has been providing practical, emotional, and spiritual support to seafarers and their families since 1856. We are well-established and well-known throughout the maritime world. Across our eight regions, our network of 200 port operations in 50 countries provides emergency assistance and the hand of friendship to those who find themselves lonely and isolated in a foreign port.

The Mission to Seafarers is a Christian charity closely linked with the Church of England and the wider Anglican Communion. While this is central to its purposes, it also enjoys a wide diversity of trustees, staff, volunteers and supporters, and prides itself on the breadth of its partnerships. The Mission to Seafarers is deeply committed to the service of those of all faiths and none and expresses its “mission” in strongly holistic and practical ways.

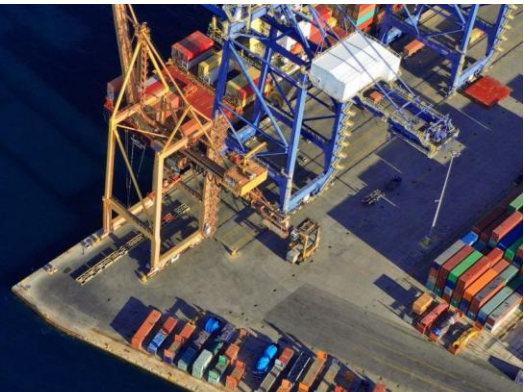
The Board

The Mission is led by a high-calibre Board of Trustees who are prominent leaders with extensive experience of the shipping industry, leading members of the clergy or leaders from other relevant fields. The Board is led by the Chairman, Guy Platten, who has extensive experience in the maritime sector, both at sea and ashore. He is a qualified Master Mariner and has held several senior positions, including as the Chief Executive of the UK Chamber of Shipping, Secretary General of the International Chamber of Shipping, Chief Executive of Caledonian Maritime Assets Limited, and Director of Marine Operations for the Northern Lighthouse Board.

The Trustees provide appropriate oversight, strategic direction, expertise, support and contacts for the Mission’s work and meet at least four times a year (usually February, April, July and October). The Board also has the following sub-committees which usually meet once or twice a year: Audit & Risk, Governance & Nominations, Grants & Programme, Investment & Remuneration. Trustees are usually required to sit on a minimum of one committee, and some Trustees serve as the lead Trustee for one of our eight regions and act as a sounding board for the regional director. The Trustee position is voluntary, but The Mission will reimburse reasonable expenses.

Our Values

- Pioneering
- United
- Inclusive
- Collaborative
- Accountable
- Caring



The Role

Trustees are responsible for providing appropriate oversight, governance and leadership to the Mission in pursuit of its strategies to fulfil its charitable purposes. Each Trustee's term lasts for three years, and Trustees may be appointed to the Board for up to three consecutive three-year terms, for a maximum of nine consecutive years. Board meetings are normally held in London with a hybrid (online) option available to Trustees who are unable to attend in person. Meetings normally last about three hours and Trustees are expected to devote sufficient time to prepare for and attend meetings. The Audit & Risk Committee normally meets twice per year, with additional ad hoc meetings if needed.



Trustee Role Description

- Working with other Trustees to ensure that the Mission pursues its charitable purposes, as defined in its governing document, by developing and agreeing a long-term strategy.
- Ensuring the Mission complies with its governing document, charity law, company law, any other relevant legislation and regulations, and principles of good governance, with an appreciation of the governance and risk challenges of operating through an international network.

- Placing the Mission's beneficiaries at the forefront of all debates about strategic direction, budget-setting, planning and other relevant functions.
- Ensuring the effective and efficient administration of the Mission and that appropriate policies and procedures are in place for good governance.
- Ensuring the financial stability of the Mission and that the Mission applies its resources exclusively in pursuance of its charitable purposes.
- Ensuring that the Mission defines its goals and evaluates performance against agreed targets.
- Safeguarding the reputation and values of the Mission and leading by example.
- Protecting and managing the property of the Mission and ensuring the proper investment of the Mission's funds.
- Participating in any board induction, training and evaluation identified as an individual trustee and as a member of the Board or a committee.

In addition to the above statutory duties, each trustee is expected to use their specific skills, knowledge and experience to help the Board of Trustees reach sound decisions. This may involve scrutinising board papers, leading discussions, focusing on key issues, providing advice and guidance on new initiatives, or other issues in which the trustee has special expertise.

Audit & Risk Committee Member Role Description

- Support the Board's oversight of risk management, internal controls, assurance and audit arrangements.
- Contribute to the review and development of the Mission's risk framework (across key strategic, operational, financial, compliance and insurance-related risks), including the Risk Register.
- Provide insight on insurance matters, sector- and non-sector-specific risks affecting the Mission's global operations.
- Scrutinise risk reporting, audit findings and management responses, ensuring actions are appropriately followed up.
- Help ensure that internal controls and assurance processes are proportionate, practical and effective.
- Provide constructive challenge while working collaboratively with Trustees, committee members and senior leadership.

Person Specification

- Demonstrable knowledge and experience relevant to the work of the Mission.
- Understanding and acceptance of the legal duties, governance and risk challenges of trusteeship in an organisation operating internationally.
- Ability to work effectively and collegiately as a member of the Board and the committee.

- Empathy for and commitment to the Mission's purposes, values, and Christian ethos.
- Ability to offer creative thought and bring new ideas to Board and committee discussions.
- A willingness to devote the necessary time and effort to the role of Trustee.
- Sound, independent judgement and a willingness to speak their mind.
- Willingness to represent the Mission at occasional events, meetings, or functions as appropriate, and introduce others to its work.
- A commitment to the Seven Principles of Public Life, also known as the Nolan Principles: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
- An understanding of risk management and internal audit, with the ability to contribute to discussions around assurance, controls, audit findings and the monitoring of risk mitigation actions.