PwC Foundation On Board Shadow programme

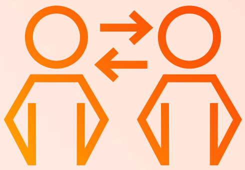
Having a Board Shadow

This isn't just mentoring, it's strategic succession planning in action. High-performing boards understand that building a pipeline of future governance talent is essential for long-term sustainability. Our Shadow Programme provides you with pre-vetted, motivated professionals who bring commercial expertise and fresh energy to your board work.

The Shadow Programme offers your organisation multiple strategic advantages:

- **Fresh perspective & youth voice**: inject new thinking and contemporary insights into your board discussions
- **Increased diversity:** broaden your board's perspective with different backgrounds and experiences
- **Operational resource:** gain additional hands-on support for projects and initiatives - you may even want to pre-assign a project for your shadow as we recruit?
- **Succession planning:** gevelop potential future board members who already understand your **organisation.**
- **Skill set enhancement:** fill specific expertise gaps with carefully matched professionals

Expectations



On the board

- Mentor and guide - PwC Trustee mentors shadow (meet for 30 minutes before each board meeting to review the board package)
- Provide space for the shadow to learn and ask questions

Of the shadow

- Ask questions
- Support in conversation where appropriate
- Commit to 12 months

1

Board confirmation of participation

Send details to your board and confirm with the Foundation Manger of Board approval for a shadow for a term of 12 months.

2

Meet with Foundation

Discuss the needs of the board and skills and traits they are looking for. The Foundation manager will then take the details aware to create a role description.

3

Approve role description

We will send the final role description to trustee for approval before advertising in 2026 Cohort of shadows.

4

Foundation completed shortlist

The Foundation team will short list CVs, this can include the board if prior confirm. These shortlisted candidates will go to interview, this is 2-3 staff per NFP board.

5

Interview

Foundation Staff interview shortlisted candiated, the PwC trustee can sit in on the interview if requested. Feedback will be provide to the trustee if not present for the interview for final sign off of recommended candiate.

6

Shadow confirmation and paperwork

Foundation team provide On Board shadow with onboard paperwork and details regarding internal training support every 6-8 weeks.

7

PwC Trustee / NFP Board support shadow onboarding

PwC trustee mentor meets with shadow to provide an introduction and induction to the board.