



the national governing body for group exercise

**Candidate Pack:
Non-Executive Director -
EMD UK Board**

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Introduction

EMD UK is seeking to appoint exceptional individuals to join its Board as Non-Executive Directors. These roles offer an opportunity to contribute to the strategic direction, governance, and long-term success of the organisation while supporting the development of the group exercise sector.

We are looking for individuals who bring independent thinking, sound judgement, and a commitment to high standards of governance and integrity.

We are currently recruiting up to four new Non-Executive Directors to join the Board, including one Director who will also serve as Chair of the Finance and Audit Committee (FAAC) and two to three additional Non-Executive Directors.

These appointments come at an important time for EMD UK as we approach the end of a funding cycle and prepare for the next phase of organisational development, including the continued growth of our commercial opportunities and revenue streams.

In 2026, several long-serving members of the Board are stepping down after many years of dedicated service. This creates an opportunity to refresh the Board and further strengthen the breadth and depth of expertise supporting the organisation.

We welcome applications from individuals who share our passion for the benefits of group exercise and physical activity, and who want to support EMD UK in continuing its work as the national governing body for group exercise.

Social Value of Group Exercise

Group exercise is ranked consistently as one of the country's most popular physical activities. From dance fitness, group indoor cycling, strength and conditioning, HIIT and circuits, to stretch, Yoga and Pilates.

Group exercise can be freestyle or pre-choreographed, small or larger group classes (group exercise is defined as 5 or more people) and indoor and outdoor, adapting to environmental and community requirements.

Research completed in 2022, commissioned by EMD UK and conducted by YouGov, showed that 'there are **4.7 million weekly group fitness participants** (aged 18+)' taking part in classes in England*.

**Who took part 4 or more times in the last 28 days.*

Beyond participation, group exercise generates substantial social and economic value. Independent research commissioned by EMD UK to quantify the impact of the work of group exercise instructors showed that Group Exercise contributed **£5.3 billion of social value to the economy**, improving health, strengthening communities and boosting the economy. By **engaging over 10.6 million adults** in group exercise, EMD UK is supporting group exercise instructors to deliver substantial health benefits and contributing to a **£511 million reduction in NHS costs**. We believe this can be grown and that our sector has a clear role to improve the health and social welfare of the nation.

Group exercise instructors are central to this impact, acting not only as activity leaders but also as community enablers, motivators, and sources of social support. Their work contributes to improved health outcomes, strengthened social networks, and increased engagement among diverse populations.



[Download the executive summary here.](#)



About EMD UK

EMD UK is the principal organisation governing group exercise, responsible for promoting its benefits and supporting the group exercise workforce and the organisations delivering services across the sector. EMD UK is dedicated to achieving a vision of healthier communities through group exercise.

Established in 2006, EMD UK is endorsed and funded by a variety of partners and has a strong track record of investment from Sport England as an NGB System Partner. The organisation plays a central role in supporting the workforce, promoting professional standards, and leading strategic development within group exercise.

Alongside its public funding responsibilities, EMD UK continues to strengthen its long-term sustainability through the development of commercial income and strategic partnerships. Through its work, EMD UK is positioned as an expert and trusted voice within the physical activity sector.



Governance

EMD UK is a not-for-profit company limited by guarantee governed by a Board of Directors. The Board is responsible for the organisation's strategic direction, governance, and oversight, ensuring EMD UK operates effectively, sustainably, and in line with its regulatory and funding obligations.

Board Directors operate in accordance with the Nolan Principles of Public Life and share collective responsibility under company law.

The CEO reports to the Chair of the Board. The Board meets quarterly, supported by committees including the Finance Committee, which provides financial oversight and assurance.

The Board is made up of a range of individuals with broad expertise. You can find details of our Board of Directors on our website.



Strategic Priorities

While well-positioned, EMD UK faces several strategic challenges over the coming years:

- Supporting the continued development and sustainability of the group exercise sector and workforce
- Meeting and exceeding governance, compliance, and reporting obligations associated with Sport England funding
- Building strong relationships with licence organisations, affiliates, members, and commercial partners
- Raising the profile and influence of EMD UK within the physical activity sector
- Strengthening financial resilience and long-term organisational sustainability
- Preparing for the next Sport England investment cycle and strengthening organisational sustainability through diversified income streams, including commercial and partnership opportunities.

Supporting Information

To support your understanding of EMD UK's current position and future needs, we've included key documents below. These will provide helpful context on our strategy, impact, and governance:

1. [EMD UK Strategy 2022-2027](#)
2. [EMD UK Annual Governance Statement 2023-2024](#)
3. [Organisational Chart](#)

Further information about our governance, policies, and Board can be found on our website.

Director Role Opportunities

Location: UK (Board meetings are predominantly held in London, with some virtual engagement)

Term Length: Four years, with the option to serve a second term

For information on time commitments and remuneration, please refer to page 12 of the candidate pack.

Non-Executive Directors

We wish to appoint one or more Non-Executive Directors to our Board.

Board members will:

- Contribute to the development and oversight of organisational strategy
- Support high standards of governance, accountability, and integrity
- Provide independent perspective and constructive challenge
- Help strengthen the voice and influence of the group exercise sector
- Work alongside experienced peers committed to EMD UK's mission and values

Non-Executive Director & Chair of the Finance and Audit Committee (FAAC)

We are also seeking to appoint an additional Non-Executive Director to join both the Board and serve as Chair of the Finance and Audit Committee (FAAC).

The Finance and Audit Committee supports the Board by providing oversight and scrutiny of EMD UK's financial management, audit processes, and internal controls. The Committee plays a key role in ensuring strong financial governance and supporting the long-term sustainability of the organisation.



Why Join the EMD UK Board?

Joining the EMD UK Board offers an opportunity to contribute to an organisation that plays a distinctive and influential role within the physical activity sector. Group exercise delivers significant social and health value, and EMD UK exists to support, develop, and advocate for this important part of the active lifestyle landscape.

Board Directors play a vital role in shaping the organisation's strategic direction, ensuring strong governance, and supporting long-term sustainability. The role provides the opportunity to apply your experience, judgement, and insight to matters of public value, sector development, and organisational stewardship.

EMD UK is committed to fostering a Board culture characterised by respect, collaboration, and thoughtful debate. We welcome Directors who are motivated by purpose, governance excellence, and the opportunity to make a meaningful contribution to the group exercise and the broader health sector.

Non-Executive Directors

Role Purpose

Non-Executive Directors contribute to the effective governance, strategic oversight, and long-term sustainability of EMD UK. Directors provide independent judgement, constructive challenge, and support to the executive team while safeguarding the organisation's mission and interests.

Key Responsibilities

- Contribute to strategy & long-term planning
- Provide independent challenge & support
- Oversee financial performance & risk
- Uphold governance & regulatory standards
- Act as an ambassador for EMD UK
- Participate in committees if required

Person Specification

Essential

- Sound judgement & integrity
- Strategic mindset
- Understanding of governance / risk / finance
- Ability to work collaboratively at Board level

Desirable Skills & Experience

EMD UK welcomes applications from individuals with experience in one or more of the following areas:

- Sector Expertise
- Governance
- IT or Digital
- Marketing/Digital Marketing
- Fundraising
- Political Lobbying

Non-Executive Director & Chair of the Finance and Audit Committee (FAAC)

Role Purpose

The FAAC Chair works closely with the Chair of the Board, CEO and senior staff to ensure appropriate financial oversight and assurance, and reports to the Board on financial matters. The Chair of the FAAC is expected to attend all EMD UK general board meetings as an active member.

The successful candidate will be a qualified accountant or finance director with the ability to scrutinise organisational accounts and safeguard EMD UK for the future of its work.

Key Responsibilities (FAAC Chair)

- Chair quarterly Finance and Audit Committee meetings
- Provide financial oversight and scrutiny on behalf of the Board
- Support the Board in overseeing financial planning, performance, and risk
- Oversee the annual audit process
- Review and support the development of budgets prior to Board approval
- Ensure appropriate financial controls and governance processes are in place
- Report to the Board on financial performance and audit matter
- Serve as a Non-Executive Director of the EMD UK board at all times during tenure as the Chair of the FAAC.

Person Specification

- Qualified accountant, Finance Director, or equivalent senior financial leadership experience
- Strong understanding of financial governance and audit processes
- Experience of financial oversight within complex organisations
- Understanding of charitable, public sector, or mixed funding environments is desirable
- Ability to provide constructive scrutiny and assurance at Board level

Director Responsibilities and Expectations

Non-Executive Directors of EMD UK share collective responsibility for the stewardship, governance, and long-term success of the organisation. Directors are expected to act with integrity, independence, and in the best interests of EMD UK at all times.

Legal Duties of Directors

Board Directors are appointed in accordance with company law and are required to fulfil the statutory duties of a director. These duties include acting in good faith to promote the success of the organisation, exercising independent judgement, and ensuring reasonable care, skill, and diligence in decision-making.

Directors are expected to uphold high standards of governance, accountability, and ethical conduct.

Conflicts of Interest

Directors must declare any actual or potential conflicts of interest in line with EMD UK's governance policies. This includes financial interests, professional relationships, or other roles that may influence, or be perceived to influence, impartial decision-making.

The transparent management of conflicts is a fundamental component of good governance and protects both the individual Director and the organisation.

Committee Participation

Board Directors may be invited to serve on committees to support the effective governance and oversight of the organisation. Committees play an important role in areas such as finance, audit, remuneration, and governance.

Directors are expected to contribute appropriately to committee work where their skills and experience are relevant, and to engage fully in Board and committee discussions.



Time Commitment

Board Directors are expected to attend four Board meetings per year, which are typically held in London with the option of virtual participation when unavoidable.

Directors may also be invited to participate in Board committees and occasional strategic discussions or sector events.

The expected time commitment is approximately 1–2 days per month, including preparation time and dependent on chair status.

The Chair of the Finance and Audit Committee will additionally:

- Chair quarterly FAAC meetings (held virtually)
- Work with staff to ensure agendas and papers are prepared appropriately
- Provide regular financial reporting and assurance to the Board

Remuneration & Expenses

Board roles are voluntary, with reasonable expenses reimbursed.

However, due to the additional responsibilities and time commitment associated with chairing the Finance and Audit Committee, a modest stipend is provided for the FAAC Chair role.



The Application Process

We welcome applications from individuals who are motivated to contribute to the strategic direction and governance of EMD UK.

Applications should be submitted via our online application form hosted here: <https://www.surveymonkey.com/r/emdukboardrecruitment2026>

The application form will ask you to provide or upload key information, including your Curriculum Vitae and a supporting statement (maximum two pages) outlining your interest in the role and the skills or experience you would bring to the Board.

Candidates who would like an informal conversation about the role prior to applying are welcome to contact us at: sarahp@emduk.org

Click here to apply.

Process and Timeline:

- The closing date for applications is: Sunday, 24th May 2026.
- We reserve the right to close this vacancy early should we receive a high volume of applications. We therefore encourage early submission.
- Shortlisting will be completed as soon as possible and unsuccessful applicants will be emailed to inform them that we will not be taking their application to the next stage.
- Shortlisted candidates will be invited to attend an interview between the 3rd and 10th of June 2026. Interviews will take place either virtually or at a location in the South of England (to be confirmed).
Please note: the first board meeting for successful applicants will take place on the 24th of June in Central London.

Our Commitment to Inclusion and Accessibility:



EMD UK is committed to ensuring an accessible and inclusive recruitment process.

We recognise that individuals may prefer different formats to present their experience and motivation, and we welcome applications in written, audio, or video form.

If you require any adjustments or support at any stage of the process, please contact our People Manager at sarahp@emduk.org.

Commitment to Diversity and Representation:

EMD UK is committed to building a Board that reflects the diversity of the communities and sectors we serve. We actively encourage applications from individuals of different backgrounds, experiences, and perspectives.

We are particularly keen to hear from candidates who are currently under-represented at Board level, including individuals from ethnically diverse backgrounds, disabled people, and those with varied professional and lived experiences.

All appointments will be made on merit.