

Information pack for appointment to the board of the Scottish National Investment Bank

The Scottish National Investment Bank

The Cabinet Secretary for Economy, Tourism and Transport is seeking to appoint three new non-executive members to the board of the Scottish National Investment Bank ('the Bank'). The Cabinet Secretary values highly the benefits of having different points of view on the board and welcomes applications from people from all walks of life.

The appointments process for these board vacancies follows the [Code of Practice for Public Appointments](#) and is regulated by the [Ethical Standards Commissioner](#).

Please note that we are working with the search agency [Odgers Executive Search](#) to promote these roles widely. Odgers will highlight information on the role to prospective applicants and direct them to apply at the [Scottish Government jobs site](#). Odgers' involvement is limited to outreach; all final decisions on shortlisting, interviews, and appointments will be made by the selection panel and Scottish ministers.

Key dates for this appointment round

Closing date	5.00 pm on Friday, 3 July 2026.
Sift of applications	w/c Monday, 6 July 2026.
Shortlisting of applications	Wednesday, 15 to Friday, 17 July 2026.
Date applicants will hear about whether they will be invited for interview	w/c Monday, 20 July 2026
Interviews	Tuesday, 4 August and Wednesday, 12 August 2026 at the Scottish National Investment Bank, Waverley Gate, 2-4 Waterloo Place, Edinburgh EH1 3EG. On-line interviews will be made available where candidates are not able to attend in person.

Ministerial decision	By end August 2026.
Start date	September and November 2026

Letter from the Chair

9 June 2026



Dear applicant,

Thank you for your interest in joining the board of the Scottish National Investment Bank as a non-executive director.

The Bank occupies a unique position as Scotland's development bank, with the ambition to transform Scotland through our insight, investment, and impact.

The Bank's role is to make commercial investments in businesses and projects to deliver an environmental, social, and financial return for the people of Scotland. Activities are anchored in our three missions of net zero, innovation and place, which shape all we do – more information on these are at page 4 of this information pack.

We have a diverse portfolio, with investments ranging from new and emerging technologies, tidal and wind energy, port infrastructure and affordable housing. These investments have directly impacted businesses and communities right across Scotland. The Bank makes direct investment from £1 million to £50 million and co-invests alongside private sector investors. In its first 5 years, the Bank has directly committed £1 billion - with a further £1.7 executed alongside us - into Scottish businesses and projects.

As an impact investor, we are equally focused on the positive impacts that can be delivered. Since launch, our investments have positively reached around 325,000 people; we have supported the build of 1,000 new homes and helped to support 3,330 jobs. The businesses we back are powering research and development, building new skills and sectors and have spent £411 million with supply chains in the past five years.

In January 2025, the Bank secured authorisation from the Financial Conduct Authority (FCA) for Scottish Investments Limited, a wholly owned subsidiary of Scottish National Investment Bank plc. The Bank's Board have oversight of this regulated entity and its activities.

The Bank is operationally independent from Scottish Government, so the governance role of its board is important. As the bank looks ahead to its next period of growth, these new board positions offer a great opportunity to help shape and oversee the strategic direction of a truly distinctive organisation within the Scottish financial landscape. We are actively seeking applicants with significant experience of audit and risk; remuneration; and private capital investment to complement the existing board.

If you would like to be part of a progressive, values-driven organisation and believe you have the experience and qualities we are looking for, we look forward to receiving your application.

A handwritten signature in black ink, appearing to read 'Willie Watt', with a long horizontal flourish extending from the end of the name.

Willie Watt, Chair of board of the Scottish National Investment Bank

Information about the role

Board Member roles	<p>There are three Non-Executive positions aligned to support one of the following Board Committees:</p> <p>Risk & Audit Committees</p> <p>The function of the Audit Committee is to provide independent review and oversight of the Bank's financial reporting processes, internal controls and independent auditors. The function of the Risk Committee is to review the Bank's risk management systems.</p> <p>Remuneration & Nominations Committee</p> <p>The function of the Committee is to provide independent oversight of the implementation of the Bank's Pay and Reward Framework, maintaining the principles and approach of the Public Sector Pay Policy in Scotland, and to make recommendations to the Board and Shareholder on matters relating to nominations and succession planning of the Bank's Directors and senior managers.</p> <p>Investment Oversight and Valuations Committee (IOVC)</p> <p>The primary function of the IOVC is to provide independent review and oversight of the Bank's investment process and investment valuation methodologies.</p>
Remuneration	<p>£850.00 per day on a pro-rated basis, up to a maximum total fee of £21,250 per year (non-pensionable).</p> <p>Please note remuneration is currently under review.</p>

	Reasonable expenses will be reimbursed.
Time commitment	Non-executive members are expected to devote 25 days per year to the role.
Length of appointment term	Terms will be offered for either three or four years , with the possibility of reappointment subject to evidence of effective performance and having regard to the skills, knowledge, understanding and experience required by the board at the time. Any appointments and subsequent reappointments will not extend beyond a maximum of eight years.
Location of meetings	<p>Board meetings are typically held in person in Edinburgh and have previously also been held in Glasgow and Aberdeen, with video conference facilities available where required. Meetings may be held in other locations.</p> <p>Members are expected to prepare for and attend 8 board meetings each year: usually 4 hours in duration.</p> <p>Committee meetings are held quarterly, usually for 3 hours in Edinburgh, with video conference available if required.</p> <p>An annual Board Strategy Day is also typically held each September.</p>
Disqualifications	<p>A member of the Scottish Parliament cannot also hold a public appointment for public bodies listed in the schedule of the Scottish Parliament (Disqualification) Order 2020.</p> <p>Former ministers and senior crown servants (director general level and above) should seek advice from the Advisory Committee on Business Appointments (ACOBA) before applying for this role.</p>

A person is also disqualified from appointment, and from holding office as a member, if the person is or becomes:

- (a) a member of the House of Commons,
- (b) a member of the Scottish Parliament, or
- (c) a member of the European Parliament.

Further information on disqualifications can be found [here](#). Please ensure you read this before applying.

The Scottish National Investment Bank

Launched in November 2020, the [Scottish National Investment Bank](#) (SNIB) is Scotland's development investment bank, established to catalyse a prosperous, more sustainable and more innovative economy. The Bank invests debt and equity in businesses, projects and funds, with a portfolio of impactful, mission-focused investments that address some of Scotland's most significant long-term challenges.

As a mission-driven impact investor, the Bank provides patient, long-term capital to support transformational change. Its investment activity is guided by three missions which provide clear strategic direction and long-term focus:

- Net Zero – address the climate crisis and support energy security through developing energy efficiency and renewable energy sources;
- Place – transform communities, making them places where everyone thrives;
- Innovation – scale up innovation and technology for a more competitive and productive economy.

The Bank is operationally independent from government and invests on commercial terms. Its objective is to generate financial returns alongside measurable economic, environmental and social impact. In the medium term, the Bank aims to become financially self-sustaining, capitalising the £2 billion of public funding committed in its first ten years and reinvesting returns over time to create a perpetual investment fund for the Scottish economy. Since launch, the Bank has made significant progress, investing in innovative and high-growth businesses and projects across Scotland.

Working across the public, private and third sectors, the Bank plays a key role within Scotland's investment ecosystem, combining strong commercial discipline with thought leadership in impact investing.

You can get more information about the appointment round, and the positions we're currently appointing to, by contacting Odgers Executive Search - Emma Burnett Emma.Burnett@odgers.com; Andrew Lees andrew.lees@odgers.com; or Peter Henry Peter.Henry@odgers.com.

You can also contact Kay Marjoribanks, Chief People Officer of the Scottish National Investment Bank at kay.marjoribanks@thebank.scot.

The Board of the Scottish National Investment Bank

The board sets the strategy for the Bank's group of companies and its risk appetite. It also aims to promote the Bank's long-term, sustainable, success, within an effective framework of controls and corporate governance. Accountable to the Scottish Ministers - the Bank's sole shareholder - the board provides leadership, direction and guidance to drive the delivery of the Bank's missions. Non-executive members:

- contribute to setting, monitoring and challenging the strategic direction of the Bank, by assisting in developing key strategic objectives, overseeing the achievement of those objectives and challenging the on-going appropriateness of those objectives; this will include the approval of the company's Business Plan.
- contribute to open and honest debate at board meetings and provide constructive challenge to the executive decisions, adding diversity of thought and industry experience to the board;
- promote the long-term success of the Bank and ensure the accountability of the Bank, scrutinising the performance of management in meeting agreed goals, objectives, monitoring the reporting of performance and providing effective oversight of the Bank's activities;
- uphold high standards of integrity and probity and support the chair and executive directors by seeking to instil the appropriate culture, values and behaviours in the boardroom and beyond;
- commit sufficient time and resource to fulfil all functional responsibilities and continually develop personal capabilities to do so;
- review the development of the company's culture, values and standards and ensuring that the Bank's obligations to its stakeholders are understood and met;
- scrutinise the performance of the CEO and executive team and agreed goals and objectives, and monitor the reporting of performance;
- safeguard the integrity of financial information and ensure that financial controls and systems of risk management are robust and defensible;
- ensure that the board operates in line with accepted good practice in corporate governance;
- develop a constructive working relationship with the chair, executive and non-executive directors;
- provide support and guidance in areas of particular expertise and knowledge;

- Act as an ambassador for the Bank, deputising for the Chair as required, maintaining excellent relationships with the shareholder, customers, and stakeholders.

Risk & Audit Committee Member:

The Risk Committee and the Audit Committee are currently two separate committees, and attendance will be required at both meetings.

Risk Committee responsibilities include:

- Review and challenge the enterprise and investment risk strategies and policies, communicating conclusions to the Board;
- Be a custodian of the Bank's risk appetite, limits, and risk control procedures;
- Ensure that management information is accurate, and that controls and systems of risk management are robust, defensible and effective with governance structures in line with current best practice;
- Help to assess complex risk areas such as cybersecurity, data privacy, third-party, conduct risks;
- Ensure that the activities, processes and policies of the bank, are compliant with relevant regulations on risks, consistent with the bank's strategy;
- Ensure that effective governance structures and risk management disciplines are robust and in line with current best practice.

Audit Committee responsibilities include:

- Ensure that the Bank meets its regulatory and legal obligations including the preparation of its Annual Report and Accounts;
- Ensure that management maintain a system of internal control and management information and analysis, which provides assurance of effective and efficient operations, internal financial control, compliance with law and regulation and a sound basis for informed decision making and performance valuation;
- Satisfy self and the board on the integrity of financial information and that the financial controls and systems of risk managements are robust and defensible;
- Scrutinise the performance of management in meeting agreed goals and objectives and monitor the reporting of performance. Ensure that individual business decisions conform to agreed strategies and policies;
- Support and oversee the external and internal audit functions of the Bank, including agreeing the Internal Audit plan and reviewing the Internal Audit findings;

Remuneration and Nominations Committee Member:

Responsibilities include:

- Reviewing the remuneration and any long-term incentives of senior Executive personnel to ensure they properly reflect their contribution to the success of the business and advising on the overall remuneration strategy for staff;

- Bringing fresh insights around staff engagement, values and culture, strategic workforce planning and wider workforce development;
- Considering succession planning needs at Board and Executive level and support the SG public appointments process.
- Overseeing the development and implementation of remuneration strategy, policy and practices, including approving the remuneration for members of the Executive Committee.
- Overseeing and monitoring Equality, Diversity, and Inclusion initiatives related to our People.
- Overseeing design and implementation of employee benefits and employment policies, taking account of Fair Work Framework and Equality, Diversity and Inclusion principles.
- Consideration of matters related to the Bank's People, Culture and the wellbeing of our people
- Ensure the Bank meets its legal and regulatory responsibilities in relation to employment matters.

Investment Oversight and Valuations Committee Members:

Responsibilities include:

- The Committee will consider and review the Bank's Impact investment strategy within the parameters of the funding and risk appetite approach adopted by the Board and report to the Board;
- Oversee the bank's approach to responsible and ethical investment;
- Contribute to discussions and be prepared to challenge the investment strategy, investment performance, risk appetite and use of resources as necessary;
- Offer strategic challenge and support on investment matters to the Chief Executive and Investment team;
- Apply their own investment expertise and communicate ideas and conclusions to Board members who are financially highly literate, but who have varying levels of investment sophistication.
- Be available to act as an investment committee member scrutinising and participating in the investment deal making process.

Further information on the skills specific to the three posts is provided below in the person specification.

The selection panel

Chair	Willie Watt, Chair, Scottish National Investment Bank
Panel member	Andy Hogg, Deputy Director, Investment and Financial Services, Scottish Government
Panel member	Carolyn Jameson, Senior Independent Director, Scottish National Investment Bank
Representative of the Ethical Standards Commissioner	Jill Burgess, Public Appointments Advisor
Panel member (sift only)	Derek McEwan, Resourcing Business Partner, Scottish National Investment Bank
Panel member (sift only)	Kay Marjoribanks, Chief People Officer, Scottish National Investment Bank
Panel member (sift only)	Nicola Pidgeon, Chief People Officer, Scottish National Investment Bank

Please note that applicants will be asked to declare if they know any members of the selection panel. The panel will also declare if they know any applicants. Any actual or perceived conflicts of interest will be managed in line with the [Ethical Standards Commissioners Code of Practice for Public Appointments](#).

Person specification

We are looking to appoint three new board members. We are specifying particular expertise for each role: for the first this is **audit and risk**; for the second this is **remuneration**; and for the third it is **investment and valuations**. At Section A in the following grids, we have set out priority criteria which reflects this expertise. Section B describes the essential criteria required for **all** roles, while at Section C there is an optional, desirable criterion – applicants do not have to be able to evidence this criterion to be considered for these roles.

All sections (A, B and C) explain how the criteria will be tested. You may have gained your experience through work, by being active in your community, in a voluntary capacity or through your own lived experience.

Candidates may apply for one, two or all three of the roles. If you provide evidence against more than one of priority criteria in Section A, and are invited to interview, you will be advised of the priority criterion or criteria against which you will be assessed.

The candidate(s) who give the strongest evidence against the priority and essential criteria for each of the roles will be considered most able to fulfil that role. In the event that candidates provide evidence of equal merit against the priority criteria; to determine the person most able for the role, the selection panel will take into account the strength of the evidence presented against the essential criteria. Finally, should candidates evidence the essential criteria equally meritoriously, the panel will then consider the strength of the evidence presented against the desirable criterion in determining the candidate(s) most able to fulfil the role.

Risk & Audit Committee Member:

Criterion	Example Indicators	How will this criterion be assessed
Section A – Priority		
Risk & Audit Candidates should note that, if appointed under this criterion, the expectation is that they would sit on the	<ul style="list-style-type: none"> • Significant financial management experience; including knowledge and proficiency in accounting standards–UK GAAP and IFRS; • experience as a Non-Executive Director and Audit Committee 	In your written application, please demonstrate how you meet this criterion in a max of 300 words.

<p>both the Bank's Audit and Risk, and Risk Committees.</p>	<p>Member or a serving CFO or partner in a professional accounting firm;</p> <ul style="list-style-type: none"> • a track record in financial performance management and reporting; • significant knowledge and understanding of current approaches to risk and audit management; • good experience and successful application of risk management frameworks, internal controls and corporate governance; • relevant experience within the banking or investment sectors and the associated regulatory environments. 	<p>If you are shortlisted, we will discuss this with you during the interview.</p>
<p>Criterion</p>	<p>Example Indicators</p>	<p>How will this criterion be assessed</p>
<p>Section B – Essential</p>		
<p>1. Strategy</p>	<ul style="list-style-type: none"> • ability to and experience of developing and implementing strategic business plans; • experience in successfully formulating and implementing strategy at a senior level within an organisation; • ability to take account of social, economic, and political change and its impact on the Bank's strategic plan; • experience of holding an Executive Team to account for its delivery of a Strategic Plan. 	<p>In your written application, please demonstrate how you meet this criterion in a max of 300 words.</p> <p>If you are shortlisted, we will discuss this with you during the interview.</p>
<p>2. Leadership and Governance</p>	<ul style="list-style-type: none"> • experience as a leader in an organisation with a record of achievement throughout their career; • a track record in ensuring effective governance at senior 	<p>In your written application, please demonstrate how you meet this criterion in a max of 300 words.</p>

	<p>executive or non-executive level;</p> <ul style="list-style-type: none"> • ability to successfully challenge and influence the views of others within a senior management or board setting; • experience of initiating and managing organisational and cultural change. 	<p>If you are shortlisted, we will discuss this with you during the interview.</p>
<p>3. Risk and performance evaluation</p>	<ul style="list-style-type: none"> • knowledge and experience of risk management in a corporate environment; • awareness of the external market and macro-economic risks the Bank faces; • knowledge and experience of evaluating business risk in an executive or Board context; • knowledge and experience of performance management at organisational level within a regulated environment. 	<p>In your written application, please demonstrate how you meet this criterion in a max of 300 words.</p> <p>If you are shortlisted, we will discuss this with you during the interview.</p>
<p>4. Economic Development</p>	<ul style="list-style-type: none"> • understanding of the role of development banks and public investment in delivering economic growth and the ability to transfer this knowledge. 	<p>In your written application, please demonstrate how you meet this criterion in a max of 300 words.</p> <p>If you are shortlisted, we will discuss this with you during the interview.</p>
<p>5. Ability to demonstrate the Bank's values, these are:</p> <p>Purpose, Passion and People</p>	<p>Embedding these values in everything we do. In practice, this means:</p> <p>Purpose</p> <ul style="list-style-type: none"> • Inspiring others to take pride and belief in our missions as an ambassador of the Bank • Building sustainable/ repeatable ways of working, thinking longer term 	<p>It is expected that the evidence you provide in your written application and during your interview will draw out how your behaviours and approach demonstrate these values.</p>

	<ul style="list-style-type: none"> • Reinforcing a culture that is purpose led and values-driven <p>Passion</p> <ul style="list-style-type: none"> • Building energy and momentum, inspiring others • Continuously improving and striving for excellence • Demonstrates ambition for the Bank • Curious to learn and build knowledge <p>People</p> <ul style="list-style-type: none"> • Inclusive, seeks input and challenge from others to make the best decisions • Open and transparent • Encourages others to speak up • Acts with integrity and trusts people to deliver • Relationship-driven • Collaborative and successful influencer 	
Criterion	Example Indicators	How will this criterion be assessed
Section C - Desirable		
1. Economic development	<ul style="list-style-type: none"> • knowledge of the business and economic environment in Scotland or international context including an understanding of the challenges experienced in accessing investment; • knowledge and understanding of impact and sustainability and how this should be applied to the development of the Scottish economy; 	If you are shortlisted, we will discuss this with you during the interview.

	<ul style="list-style-type: none"> • knowledge of the interrelationship between the provision of finance and business growth. 	
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Remuneration & Nominations Committee Member:

Criterion	Example Indicators	How will this be assessed
Section A - Priority		
Remuneration & Nominations Candidates should note that, if appointed under this criterion, the expectation is that they would sit on the Bank's Remuneration Committee.	<ul style="list-style-type: none"> • experience of designing or operating executive compensation schemes • developing or implementing reward strategies within organisations; • experience of developing organisational strategy at a senior executive or consultancy level; • understanding of the work of a remuneration committee in an organisation. 	<p>In your written application, please demonstrate how you meet this criterion in a max of 300 words.</p> <p>If you are shortlisted, we will discuss this with you during the interview.</p>
Criterion	Example Indicators	How will this be assessed
Section B - Essential		
1. Strategy	<ul style="list-style-type: none"> • ability to and experience of developing and implementing strategic business plans; • experience in successfully formulating and implementing strategy at a senior level within an organisation; • ability to take account of social, economic, and political change and its impact on the Bank's strategic plan; • experience of holding an Executive Team to account for its delivery of a Strategic Plan. 	<p>In your written application, please demonstrate how you meet this criterion in a max of 300 words.</p> <p>If you are shortlisted, we will discuss this with you during the interview.</p>
2. Leadership and Governance	<ul style="list-style-type: none"> • experience as a leader in an organisation with a record of achievement throughout their 	<p>In your written application, please demonstrate how you meet this criterion in a max</p>

	<p>career;</p> <ul style="list-style-type: none"> • a track record in ensuring effective governance at senior executive or non-executive level; • ability to successfully challenge and influence the views of others within a senior management or board setting; • experience of initiating and managing organisational and cultural change. 	<p>of 300 words.</p> <p>If you are shortlisted, we will discuss this with you during the interview.</p>
<p>3. Risk and performance evaluation</p>	<ul style="list-style-type: none"> • knowledge and experience of risk management in a corporate environment; • awareness of the external market and macro-economic risks the Bank faces; • knowledge and experience of evaluating business risk in an executive or Board context; • knowledge and experience of performance management at organisational level within a regulated environment. 	<p>In your written application, please demonstrate how you meet this criterion in a max of 300 words.</p> <p>If you are shortlisted, we will discuss this with you during the interview.</p>
<p>4. Economic Development</p>	<ul style="list-style-type: none"> • understanding of the role of development banks and public investment in delivering economic growth and the ability to transfer this knowledge 	<p>In your written application, please demonstrate how you meet this criterion in a max of 300 words.</p> <p>If you are shortlisted, we will discuss this with you during the interview.</p>
<p>5. Ability to demonstrate the Bank's values, these are:</p> <p>Purpose, Passion and People</p>	<p>Embedding these values in everything we do. In practice, this means:</p> <p>Purpose</p> <ul style="list-style-type: none"> • Inspiring others to take pride and belief in our missions as an ambassador of the Bank 	<p>It is expected that the evidence you provide in your written application and during your interview will draw out how your behaviours and approach demonstrate these values.</p>

	<ul style="list-style-type: none"> • Building sustainable/ repeatable ways of working, thinking longer term • Reinforcing a culture that is purpose led and values-driven <p>Passion</p> <ul style="list-style-type: none"> • Building energy and momentum, inspiring others • Continuously improving and striving for excellence • Demonstrates ambition for the Bank • Curious to learn and build knowledge <p>People</p> <ul style="list-style-type: none"> • Inclusive, seeks input and challenge from others to make the best decisions • Open and transparent • Encourages others to speak up • Acts with integrity and trusts people to deliver • Relationship-driven • Collaborative and successful influencer 	
Criterion	Example Indicators	How will this be assessed
Section C - Desirable		
1. Sector knowledge	<ul style="list-style-type: none"> • experience of people strategy within a financial services institution is desirable. 	<p>In your written application, please demonstrate how you meet this criterion in a max of 300 words.</p> <p>If you are shortlisted, we will discuss this with you during the interview.</p>

2. Economic development	<ul style="list-style-type: none"> • knowledge of the business and economic environment in Scotland or international context including an understanding of the challenges experienced in accessing investment; • knowledge and understanding of impact and sustainability and how this should be applied to the development of the Scottish economy; • knowledge of the interrelationship between the provision of finance and business growth. 	<p>If you are shortlisted, we will discuss this with you during the interview.</p>
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Investment Oversight & Valuations Committee member:

Section A - Priority		
<p>Oversights & Valuations Candidates should note that, if appointed under this criterion, the expectation is that they would sit on the Bank's Investment Oversight and Valuation Committee.</p>	<ul style="list-style-type: none"> • investment experience relevant to at least one of the Bank's missions; • experience of reviewing and making decisions on executive recommendations in relation to specific investments, divestments or valuations; • ability to determine and recommend valuations to be placed on investment assets for the purposes of financial reporting and financial statements; • ability to review the valuation policies of the Bank in the context of its missions and recommend changes if required. 	<p>In your written application, please demonstrate how you meet this criterion in a max of 300 words.</p> <p>If you are shortlisted, we will discuss this with you during the interview.</p>
Criterion	Example Indicators	How will this be assessed
Section B - Essential		

1. Strategy	<ul style="list-style-type: none"> • ability to and experience of developing and implementing strategic business plans; • experience in successfully formulating and implementing strategy at a senior level within an organisation; • ability to take account of social, economic, and political change and its impact on the Bank's strategic plan; • experience of holding an Executive Team to account for its delivery of a Strategic Plan. 	<p>In your written application, please demonstrate how you meet this criterion in a max of 300 words.</p> <p>If you are shortlisted, we will discuss this with you during the interview.</p>
2. Leadership and Governance	<ul style="list-style-type: none"> • experience as a leader in an organisation with a record of achievement throughout their career; • a track record in ensuring effective governance at senior executive or non-executive level; • ability to successfully challenge and influence the views of others within a senior management or board setting; • experience of initiating and managing organisational and cultural change. 	<p>In your written application, please demonstrate how you meet this criterion in a max of 300 words.</p> <p>If you are shortlisted, we will discuss this with you during the interview.</p>
3. Risk and performance evaluation	<ul style="list-style-type: none"> • knowledge and experience of risk management in a corporate environment; • awareness of the external market and macro-economic risks the Bank faces; • knowledge and experience of evaluating business risk in an executive or Board context; • knowledge and experience of performance management at organisational level within a regulated environment. 	<p>In your written application, please demonstrate how you meet this criterion in a max of 300 words.</p> <p>If you are shortlisted, we will discuss this with you during the interview.</p>

<p>4. Economic Development</p>	<ul style="list-style-type: none"> • understanding of the role of development banks and public investment in delivering economic growth and the ability to transfer this knowledge. 	<p>If you are shortlisted, we will discuss this with you during the interview.</p>
<p>5. Ability to demonstrate the Bank's values, these are:</p> <p>Purpose, Passion and People</p>	<p>Embedding these values in everything we do. In practice, this means:</p> <p>Purpose</p> <ul style="list-style-type: none"> • Inspiring others to take pride and belief in our missions as an ambassador of the Bank • Building sustainable/ repeatable ways of working, thinking longer term • Reinforcing a culture that is purpose led and values-driven <p>Passion</p> <ul style="list-style-type: none"> • Building energy and momentum, inspiring others • Continuously improving and striving for excellence • Demonstrates ambition for the Bank • Curious to learn and build knowledge <p>People</p> <ul style="list-style-type: none"> • Inclusive, seeks input and challenge from others to make the best decisions • Open and transparent • Encourages others to speak up • Acts with integrity and trusts people to deliver • Relationship-driven 	<p>It is expected that the evidence you provide in your written application and during your interview will draw out how your behaviours and approach demonstrate these values.</p>

	<ul style="list-style-type: none"> • Collaborative and successful influencer 	
Criterion	Example Indicators	How will this be assessed
Section C - Desirable		
1. Investments experience	<ul style="list-style-type: none"> • experience of private capital investing (impact or sustainability experience is desirable); • experience in developing third party capital strategies and raising third party capital, is desirable. 	If you are shortlisted, we will discuss this with you during the interview.
2. Economic development	<ul style="list-style-type: none"> • knowledge of the business and economic environment in Scotland or international context including an understanding of the challenges experienced in accessing investment. • knowledge and understanding of impact and sustainability and how this should be applied to the development of the Scottish economy; • knowledge of the interrelationship between the provision of finance and business growth. 	If you are shortlisted, we will discuss this with you during the interview.

To apply online

Click the 'apply' link at the top of the advert. As part of the online application process, you will need to complete the personal information section, and then upload the following:

1. **Supporting statement**

You have 300 words in your supporting statement for each criterion being tested at application (see table above). You should clearly indicate throughout your statement which of the criteria you are evidencing.

2. **Tailored career history**

In addition to your supporting statement, you should also submit a tailored life/career history. This should be no more than 300 words and tailored to the role and the criteria set out in the table above. This will be used by the panel in conjunction with the supporting statement to provide evidence against each of the criteria listed.

Please combine your supporting statement and career history into one PDF before uploading as an attachment to your application.

Please note that **you do not have the option to edit your application once you click 'submit'**; you must have all your information and attachments to hand before submitting your application. Late applications, and those without a supporting statement and career history, **cannot be considered by the panel.**

If you use assistive technology, please contact the Public Appointments Team for an accessible application form by email at public.appointments@gov.scot

The assessment process

The assessment process will happen as follows:

1. The selection panel will assess all application forms against the criteria for appointment (see the person specification). Those who demonstrate evidence that most closely meet the criteria tested at this stage will be shortlisted for interview.
2. The selection panel will then interview candidates. The questions they ask will relate directly to the criteria for appointment. There will also be a practical exercise for applicants to complete during the interview.
3. The selection panel will also ask questions relevant to the fit and proper person test (see below) which will include questions about [the Principles of Public Life](#).

4. The selection panel will review the evidence provided and agree on which candidates are most meritorious. The most meritorious candidates will be recommended to the appointing minister.
5. The appointing minister will make a decision about whom to appoint based on evidence from the selection panel. The appointing Minister may request to meet with candidates before making a final decision.
6. Appointees will be asked to complete pre-appointment checks which will include a Disclosure Check (there is no charge for this) and the joining of the Protection of Vulnerable Groups (PVG) scheme. Appointment is conditional on satisfactory completion of these.

Fit and proper person checks

In the context of public appointments, a fit and proper person is someone who is suitable because they meet the requirements of the role, and their past or present activities and behaviour means they are suitable. Tests are built into different stages of the appointment process to ensure that:

- Conduct to date has been compatible with the public appointment
- Membership is not barred by the body's constitution e.g., criminal record or bankruptcy (see disqualifications)
- There are no unmanageable conflicts of interest
- Political activity is declared
- There is agreement to abide by the Principles of Public life in Scotland. Please see the link [above](#).
- There is confirmation that the time commitment required for the role can be met.

Guaranteed interviews

This appointment round will provide guaranteed interviews for disabled people who meet the criteria for the role being tested at the application stage. To be eligible for a guaranteed interview you must have a physical or mental impairment or a health condition which has a substantial and long-term effect on your ability to carry out normal day to day activities. The selection panel will not know which applicants have requested a guaranteed interview until the shortlisting is complete.

Social media checks for candidates invited to interview

The selection panel may consider publicly available information about candidates which is posted by candidates on social media. Any findings that the selection panel agree are pertinent to the role or that may call into question suitability for the appointment, credibility of the appointments process or the public body will be discussed with candidates

at interview. Consideration of any issues will take place openly and transparently to establish the facts. Candidates will be given an opportunity to respond to any concerns. This information will be handled in line with the Privacy Notice for public appointments: [Privacy notice - Public appointments: guide - gov.scot \(www.gov.scot\)](https://www.gov.scot/publications/privacy-notice-public-appointments/guide/pages/introduction.aspx)

Gender Representation on Public Boards (Scotland) Act 2018

Gender Representation on Public Boards (Scotland) Act 2018 Scottish Government recognises the implications of the Supreme Court judgement dated 16 April 2025 for public appointments subject to the Gender Representation on Public Boards (Scotland) Act 2018. The Supreme Court ruled that a person with a full gender recognition certificate (GRC) which recognises their gender as female, is not a “woman” for the purposes of the Equality Act 2010 and consequently the Gender Representation on Public Boards (Scotland) Act 2018. Revised statutory guidance on the Gender Representation on Public Boards (Scotland) Act 2018 (“2018 Act”) was published on 26th June 2025 following the Supreme Court Judgment dated 16 April 2025 on the definition of “Man”, “Woman” and “Sex” in the Equality Act 2010, and consequently in the 2018 Act.

In order to comply with the 2018 Act, **the Scottish Government must now request data on biological sex as registered at birth from all applicants for Public Appointments on Boards which are captured by the 2018 Act.** The Scottish Government is committed to dignity, fairness and respect for all and actively invites applications from all.

Common questions and answers

<p>Who can I contact to speak about this role?</p>	<p>You can get more information about the appointment round, and the positions we're currently appointing to, by contacting Odgers Executive Search - Emma Burnett Emma.Burnett@odgers.com; Andrew Lees andrew.lees@odgers.com; or Peter Henry Peter.Henry@odgers.com.</p> <p>You can also contact Kay Marjoribanks, Chief People Officer of the Scottish National Investment Bank at kay.marjoribanks@thebank.scot.</p>
<p>Who can I speak to about a disability related reasonable adjustment?</p>	<p>Please contact the Public Appointments Team: Email: public.appointments@gov.scot Deaf, deafblind and BSL users can contact the team via contactSCOTLAND-BSL</p>
<p>I am having a problem with the application process who can I speak with?</p>	<p>Please contact the Public Appointments Team (see contact details above).</p>
<p>Do you have any advice about how to complete an application form?</p>	<p>Yes. More information is provided here: Introduction - Public appointments: guide - gov.scot (www.gov.scot)</p>
<p>Do you have any advice for candidates attending interviews?</p>	<p>Yes. More information is provided here: Introduction - Public appointments: guide - gov.scot (www.gov.scot)</p>
<p>I can't attend the interview in person, can I attend remotely?</p>	<p>Yes. You can request to attend the interview using MS teams. Please contact the Public Appointments Team (see contact details above).</p>
<p>Will you reimburse expenses for attending an interview?</p>	<p>Yes. You can claim reasonable expenses; further information will be provided with the invitation to interview.</p>
<p>What does 'appointed on merit' mean?</p>	<p>Appointed on merit means that the people who are appointed most closely meet the criteria that is sought for the board vacancy at a point in time. People are assessed on the evidence that they present in the appointments process and the findings of the fit and proper person test.</p>

<p>What role does the Ethical Standards Commissioner (ESC) have in the appointments process?</p>	<p>The ESC regulate and monitor the public appointments process. The Commissioner plays a role in ensuring appointments are made on merit and use fair methods. More information about the Commissioner’s role is provided here: Public appointments Information leaflet Ethical Standards Commissioner</p>
<p>Can I apply if I am not a British citizen?</p>	<p>Yes. You can apply for and be appointed to the boards of Public Bodies if you are not a British citizen however you must be legally entitled to work in the UK.</p>
<p>Would remuneration for a public appointment impact on my benefits?</p>	<p>Possibly. Taking up a remunerated public appointment may affect benefits payments. This will depend on individual circumstances, and you should seek advice from your benefits provider. More information is provided here: Public appointments and welfare benefits: information - gov.scot (www.gov.scot)</p>
<p>Do the selection panel see information from the diversity monitoring form?</p>	<p>No. Diversity monitoring information provided by applicants is not shared with the selection panel. If applicants opt for a guaranteed interview this information will be shared with the selection panel following shortlisting. Sometimes information about a reasonable adjustment is shared with the selection panel to ensure that requirements are met (e.g. if a BSL interpreter is required).</p>
<p>Do I need to provide an email address and contact details at application stage?</p>	<p>In order to meet the requirements of the Baseline Personnel Security Standard (BPSS) the Scottish Government must be able to verify the credentials of applicants for public appointments should they be recommended for appointment. To ensure that this is possible all applicants must provide an address and contact details at application stage. If applicants do not provide this information their application will be rejected.</p>

<p>How will my personal information be handled?</p>	<p>All personal information will be handled with great care and in line with UK GDPR and data protection requirements. Further information can be found in the Privacy Notice here: Privacy notice - Public appointments: guide - gov.scot (www.gov.scot)</p>
<p>Can I get feedback on my application or interview?</p>	<p>Yes. You can request feedback. Candidates have 20 working days from the date of notification of outcome of application to request feedback.</p>
<p>Is any training provided if I am offered and take up an appointment?</p>	<p>Yes. Each board has their own induction process and training offer. New appointees are also invited to attend an induction day hosted by the Scottish Government.</p>
<p>Can I apply for a Chair role on a board if I have already been a member of that board?</p>	<p>Yes. Board members can serve a maximum of 8 years on one board in one role. The board chair is considered a different role and so current and previous members can apply.</p>
<p>Is it possible to hold more than one public appointment?</p>	<p>Yes. It is possible to have more than one public appointment. You should check that you can make the time commitment for an additional appointment and that there are no unmanageable conflicts of interest.</p>
<p>Are public appointments announced?</p>	<p>Yes. Every appointment is announced here: Public appointments: news releases - gov.scot (www.gov.scot) The board may also announce new appointments on their own website and social media platforms. Information published will include a biography and details of any political activity within the last 5 years.</p>
<p>What standards are expected of board members?</p>	<p>The conduct expected of board members of Scottish public boards is set out here: Members of devolved public bodies: model code of conduct - December 2021 - gov.scot (www.gov.scot)(this includes the Principles of Public Life)</p>
<p>How can I complain about the public appointments process?</p>	<p>Further information about the complaints process for public appointments can be found here: How to apply - Public appointments: guide - gov.scot (www.gov.scot) Anyone concerned about public appointments can raise a complaint and have it independently investigated by the Ethical Standards Commissioner.</p>

For further information

Please contact the Public Appointments Team, Scottish Government

Email: public.appointments@gov.scot

Deaf, deafblind and BSL users can contact the team via [contactSCOTLAND-BSL](#)

