



HM Treasury



Women in Finance Champion

Terms of Reference

These Terms of Reference (ToR) set the scope for Debbie Crosbie's voluntary role as the Government's Women in Finance Champion, a role which will support the HM Treasury Women in Finance Charter ("Charter").

Purpose

HM Treasury and Debbie Crosbie agree that Debbie Crosbie will take on the voluntary role of Women in Finance Champion for a period starting on 1 January 2026 and ending on 31 May 2027. Debbie Crosbie is not an employee of HM Treasury.

The role of the Women in Finance Champion is to promote the Charter on behalf of HM Treasury. This can include, but is not limited to, using traditional and digital media to promote the Charter, speaking at events about the Charter, including attending the Women in Finance Charter Annual Review event, and having one-to-one meetings with senior leaders in the financial services sector on the Charter.

As Women in Finance Champion, Debbie Crosbie may use Nationwide Building Society resources, including premises and staff, to host events on the Charter and be reimbursed by Nationwide Building Society for actual costs incurred.

Debbie Crosbie has permission to use the title 'Women in Finance Champion' in any communications, including letters, emails and press engagements when conducting activities in her Women in Finance Champion role.

As the organisation of the Women in Finance Champion, Nationwide may provide HM Treasury with a secondee, resourced by Nationwide, to assist with work under the Charter.

As the Women in Finance Champion, Debbie Crosbie and her team must liaise in advance with HM Treasury on all publications, public and media appearances, social media communications, and planned events on the Charter. Debbie Crosbie and her team must receive appropriate sign-off from HM Treasury before releasing or making any public communications relating to the Charter.

Reporting

Debbie Crosbie or members of her team will report monthly to HM Treasury on any work undertaken by her in her capacity as Women in Finance Champion.

Funding and remuneration

HM Treasury will not provide any funding or remuneration to Debbie Crosbie, her team, or Nationwide Building Society for their activities.

Duration

These ToR may be modified at any time by mutual consent of authorised officials from HM Treasury and Debbie Crosbie.

The appointment of the Women in Finance Champion shall become effective upon signature of these ToR by the authorised officials from HM Treasury and Debbie Crosbie. The appointment may be extended by mutual consent and may be terminated by either party or by mutual consent. In the absence of mutual agreement by the authorised officials from HM Treasury and Debbie Crosbie to extend, these ToR and Debbie Crosbie's appointment shall terminate on 31 May 2027.

Conflicts of interest

A full declaration of interest process has been conducted in the usual way for direct ministerial appointments. No mitigations were required to minimise any potential, actual, or perceived conflicts. Debbie Crosbie will comply with any measures and mitigations set out by HM Treasury's Permanent Secretary, with support from the Propriety and Ethics Team if required.