

Regional Advisory Board (RAB): Terms of Reference

The Regional Advisory Board (RAB) is an advisory body composed of volunteers. It is not a statutory board of directors and holds no executive, fiduciary, or decision-making authority. Its purpose is to provide insight and guidance to support staff-led planning and decision-making through established governance routes. RABs operate under the oversight of the World Regional Boards (WRBs)

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| | Approved by Global Members Committee 17/02/2026 |
| 1 | <p>Purpose of the Regional Advisory Board</p> <ul style="list-style-type: none"> • Provide local and regional market intelligence to inform staff-led Regional Market Plans and delivery frameworks. • Offer member and practitioner insight, including insight arising from grassroots engagement activity, to enhance the relevance, quality, and impact of RICS initiatives. • Champion the delivery of high quality, consistent member services, engagement, and value across the region. • Support effective member representation at regional and sub-regional level, including maintaining line of sight across engagement delivered by Member Engagement Groups (MEGs). • Work in partnership with MEGs to ensure member insight, feedback, and engagement intelligence are captured and fed into regional planning and engagement activity, while recognising that MEGs operate as non-permanent engagement groups outside the Global Appointments Model. • Act as a conduit between members, stakeholders, RICS staff, and the WRB, ensuring regional perspectives are escalated through the appropriate governance routes. • Strengthen RICS's profile, influence, and partnerships within the region through coordinated, locally informed engagement activity. |
| 2 | <p>Relationship with the World Regional Board (WRB)</p> <ul style="list-style-type: none"> • RABs operate as permanent engagement bodies within the Global Appointments Model (GAM). • The WRB is the supervisory body for all RABs within its region. • RABs: <ul style="list-style-type: none"> - Provide insight, feedback, and recommendations to the WRB. - Do not duplicate WRB responsibilities or exercise decision-making authority. • The RAB Chair reports to the WRB Chair. |
| 3 | <p>Core Members</p> <p>Composition</p> <ul style="list-style-type: none"> • Chair: One (1) Non-Executive Chair, who must be a RICS member. • Membership: Minimum five (5) RICS members in total, including the Chair, with a best-practice maximum of thirteen (13). • A Deputy Chair may be appointed from within the Board, in line with the Global Appointments Model. <p>Membership Requirements</p> <p>A majority of members must be RICS members.</p> <p>Collectively, the Board should reflect diversity across:</p> <ul style="list-style-type: none"> • Age • Gender • Ethnicity • Geography |

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| | <ul style="list-style-type: none"> • Professional background <p>The Board should collectively demonstrate:</p> <ul style="list-style-type: none"> • Relevant RICS pathways and specialisms • Industry and market knowledge • Strategic and advisory experience • Stakeholder engagement expertise • Representation across membership classes <p>Attendees (Non-Members)</p> <ul style="list-style-type: none"> • RICS staff, typically including the Regional Market Director and the Regional Member Engagement Manager/Lead, attend in an advisory (non-voting) capacity. |
| 4. | <p>Dual Appointments</p> <ul style="list-style-type: none"> • Individuals may not hold appointments on more than one RICS governance or engagement body unless explicitly permitted by the relevant Terms of Reference. • Exceptions may apply for RAB Chairs who, in certain regions, may also serve as members of the WRB. • Dual -appointment practices vary across world regions according to regional governance structures. • Where a dual appointment is in place, the recruitment process must explicitly seek candidates for the dual role. <p>Appointment as RAB Chair does not automatically confer WRB membership.</p> |
| 5. | <p>Attendees</p> <p>In addition to core members:</p> <ul style="list-style-type: none"> • Members of the RICS Senior Leadership /Executive and/or Presidential Team may attend as required. • The Chair may invite additional attendees such as: <ul style="list-style-type: none"> ◦ Member Engagement Group Chairs ◦ The RICS Matrics Board Chair or a Matrics representative ◦ The Governing Council geographical representative <p>Co-Opted Members</p> <ul style="list-style-type: none"> • Up to two (2) individuals may be co-opted for up to one year to provide specialist expertise. • Co-options must align with the Global Appointments Model. |
| 6. | <p>The Chair:</p> <ul style="list-style-type: none"> • Is appointed in accordance with the Global Appointments Model. • Reports to the WRB Chair and may also serve as a member of the WRB where regionally applicable. • Provides leadership and ensures the effective operation and governance of the RAB. • Sets agendas in partnership with the Regional Members Engagement Manager/Lead • Chairs meetings and ensures balanced, effective discussion. • Acts as the primary liaison between: <ul style="list-style-type: none"> ◦ the RAB and RICS staff, and ◦ the RAB and the WRB. • Reports RAB insights, activities, and recommendations to the WRB. • May be removed in accordance with the RICS Charter, Bye-Laws, Regulations, and GAM. <p>If both the Chair and Deputy Chair are absent, members present will elect an interim Chair for that meeting.</p> |

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| 7. | <p>Members:</p> <ul style="list-style-type: none"> • Are appointed in accordance with the Global Appointments Model. • Report to the RAB Chair. • Are expected to actively contribute to discussions and advisory outputs. • May be removed in accordance with the RICS Charter, Bye-Laws, Regulations, and GAM. |
| 8. | <p>Term of Appointment, Tenure and Reappointment</p> <ul style="list-style-type: none"> • Appointments are normally for an initial term of three (3) years. • Subject to satisfactory performance, members may be reappointed for one further term of up to three (3) years. • Maximum cumulative service across RICS governance and engagement bodies within an appointment cycle is six (6) years. • Shorter terms may be used to support succession planning or skills balancing. • After serving six cumulative years, individuals must take a minimum three-year break before becoming eligible for further governance or engagement appointments. • Following the break, individuals may apply for another appointment cycle of up to six (6) years. |
| 9. | <p>Secretary</p> <ul style="list-style-type: none"> • The Secretary is the Regional Member Engagement Manager or Member Engagement Lead for that region. |
| 10. | <p>Quorum</p> <ul style="list-style-type: none"> • Quorum is one-third of appointed members, including the Chair or Deputy Chair. • A Regional Market Director or Member Engagement Manager or Member Engagement Lead must also be in attendance. |
| 11. | <p>Frequency of meetings</p> <ul style="list-style-type: none"> • The RAB will meet at least quarterly. • Additional meetings may be held as required. • Meetings may be held in person, virtually, or in hybrid format. |
| 12. | <p>Notice of meetings</p> <ul style="list-style-type: none"> • Meetings are scheduled by the Secretary or at the request of the Chair or a majority of members. • Agendas and papers will be circulated at least five working days in advance unless otherwise agreed.. |
| 13. | <p>Declarations and conflicts of interest for Regional Advisory Board Members</p> <ul style="list-style-type: none"> • Members must declare standing conflicts upon appointment and update them as required. • Conflicts must be disclosed to the Chair ahead of relevant discussions. • The Chair determines member participation; conflicts involving the Chair will be decided by the Board. • All declarations and decisions will be recorded in the minutes. • An annual conflicts report will be provided to the RAB. |
| 14. | <p>Conduct of meetings</p> <ul style="list-style-type: none"> • Meetings will be conducted in accordance with the RICS Charter, Bye-Laws, and governance policies. • Decisions require a simple majority vote. • Members are expected to attend regularly; failure to attend three consecutive meetings may trigger a review under the Global Appointments Model. • The RAB may make decisions between meetings via written or electronic communication. • RICS staff in attendance have no voting rights and are not counted in vote calculations. |
| 15. | <p>Agendas/Minutes of meetings</p> <ul style="list-style-type: none"> • The Secretary will: <ul style="list-style-type: none"> - Maintain a formal record of meetings (minutes or action summary). - Circulate draft minutes to the Chair within two weeks. - Maintain a central, accessible repository of approved minutes. - Agendas will align with the RAB's purpose and strategic priorities. |

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| <p>16.</p> | <p>Responsibilities and Duties</p> <p>Strategic and Market Insight</p> <ul style="list-style-type: none"> • Provide advice on regional and sub-regional market conditions. • Identify emerging risks, opportunities, and sector trends. • Support development and local translation of regional market plans. <p>Financial and Resource Advisory (Non-Decision-Making)</p> <ul style="list-style-type: none"> • Provide advisory input on regional priorities to inform budget planning. • Offer feedback on resource deployment and member impact. • Note: All financial accountability remains with Regional Market Director. <p>Engagement, Advocacy, and Representation</p> <ul style="list-style-type: none"> • Act as ambassadors for RICS within the region. • Strengthen engagement with members, employers, regulators, and industry bodies. • Support membership growth, retention, and engagement initiatives. • Provide advisory oversight for regional awards, events, and initiatives. • Promote engagement opportunities and key updates across networks. • Act as a listening channel for member feedback and concerns. <p>Governance, Reporting, and Assurance</p> <ul style="list-style-type: none"> • Operate strictly in an advisory capacity. • Provide structured input and recommendations to the WRB. • Support staff through constructive challenge aligned to RICS values. • Monitor regional delivery and member impact and report to the WRB. |
| <p>17.</p> | <p>Staff and RAB Partnership</p> <p>Regional Advisory Board</p> <ul style="list-style-type: none"> • Provide advisory input on strategic and regional market plans, offering insight, recommendations, and constructive challenge. <p>RICS Staff</p> <ul style="list-style-type: none"> • Partner with the RAB to shape and deliver regional market activities. • Provide expert insight based on industry trends, data, and best practice. • Supply appropriate data, reporting, and logistical support to enable RAB effectiveness. <p>Working Practices</p> <ul style="list-style-type: none"> • Regular alignment meetings will be held between the RAB Chair, Regional Market Director, Regional Member Engagement Lead/Manager, and other relevant staff to maintain strategic alignment and support delivery. <p>Decision M-Making and Accountability</p> <ul style="list-style-type: none"> • Clear processes will be followed for advisory input, constructive challenge, and escalation to the WRB. • The Regional Market Director retains accountability for budget management, P&L performance, and resource allocation. |
| <p>18.</p> | <p>Reporting</p> <ul style="list-style-type: none"> • The RAB is accountable to the WRB. • The Chair will report: • Key insights and recommendation • Emerging risks and opportunities • Engagement themes and member feedback • Recommendations requiring approval will be escalated to the WRB. |

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| 19. | <p>Board Evaluation, Review & Development</p> <ul style="list-style-type: none"> • The WRB Chair will conduct annual reviews with RAB Chairs. • RAB Chairs will lead annual evaluations of Board effectiveness and review member performance. • Induction will be provided for new members. • Governance support will be available as required. |
| 20. | <p>Appointment of Deputy Chair:</p> <ul style="list-style-type: none"> • The Chair may appoint a Deputy Chair in accordance with the Global Appointments Model. • The Deputy Chair must be an existing Board member and be voted into the role. • Appointment does not imply automatic succession to the Chair. • Appointment to Chair must follow the formal Global Appointments Model process. |
| 21. | <p>Review and Amendment</p> <p>The Terms of Reference will be reviewed periodically. Amendments may follow:</p> <ul style="list-style-type: none"> • Governance review • Structural or delegation changes • Approval by the appropriate RICS authority |
| 22. | <p>Appointments, Resignation, and Removal</p> <ul style="list-style-type: none"> • All appointments follow the Global Appointments Model. • Selection is based on skills, experience, and regional needs. • Members may resign at any time. • Removal is governed by the RICS Charter, Bye-Laws, Regulations, and GAM. • Vacancies may be filled or left open at RICS's discretion in consultation with the WRB. |

To note: The revised Terms of Reference are approved within the current governance framework, pending any future changes arising from a broader constitutional review

February 2026