

100 Women to Watch

The “100 Women to Watch” supplement was introduced in the 2009 Female FTSE report and continues to be popular. Once more we have identified 100 women who are currently on the executive committees of FTSE listed companies, in major financial institutions or professional service firms, or in senior executive roles in large charitable organisations and who are poised and ready for a Board position. These are just 100 of a substantial and ever-growing talent pool of women who search consultancies and nomination committees should be considering.

We would like to thank Sapphire Partners (leaders in diverse professional talent) for their considerable help in supplying details for several of these accomplished women.

In addition we would like to thank further associates and colleagues who introduced us to others on this list and to doctoral researcher Caroline Turner for her help in putting the 2013 “100 Women to Watch” list together.

We are delighted to confirm that **seven of the women identified in the 2011 list have gained a FTSE 350 Board position during the past 12 months.**

Of these seven successful women, one has been appointed to an Executive Director position and our congratulations go to:



Louise Smalley,
Group HR Director, Whitbread

The remaining six have taken up Non-Executive Director Board roles, with three of them gaining two new positions. So we also congratulate:



Gwyn Burr,
(Hammerson)



Carolyn Fairbairn,
(Lloyds Banking Group and
Vitec Group)



Danuta Gray,
(Old Mutual and
PaddyPower)



Lynne Peacock,
(Standard Life)



Alison Platt,
(Cable & Wireless and
BUPA)



Christine Hodgson
(Ladbrokes)

**Lesley-Anne Alexander, CBE**

Lesley-Anne was appointed CEO at RNIB in January 2004. Before joining RNIB, she was Director of Operations for the Peabody Trust, one of the UK's largest housing associations and regeneration agencies. In June 2012 Lesley-Anne was awarded the Commander of the Order of the British Empire (CBE). She currently Chairs both the UK Vision Strategy Group and ACEVO (the Association of Chief Executives of Voluntary Organisations).

**Wendy Alexander**

Wendy is the Associate Dean of London Business School, and a member of the Executive Committee, with P&L responsibility for half of the annual income. She is a non-executive on the Investment Advisory Board of Scottish Equity Partners. Previously Wendy was a senior strategy associate with Booz & Co. and has served as Scottish Cabinet Minister for industry, trade and energy, stewarding a budget in excess of £4bn in today's money.

**Veronique Arnoldi-Dargue**

Veronique joined Aviva in 2008 and is the Chief Technology Officer, Aviva Investors. She transformed Aviva Investors' systems after Norwich Union rebranded as Aviva and has 15 years' experience in technology and systems, working for EDS, Centrica, Prudential and Mars. With a master's degree in nuclear physics from the University of Paris, Veronique stands out in the male-dominated technology world.

**Kathryn Baker**

Kathryn joined Reiten & Co in 1999 as a Partner. Prior to joining Reiten & Co, she was at McKinsey & Company in Oslo serving Nordic and American clients. Before moving to Norway, she was a financial analyst at Morgan Stanley in New York. She currently sits on the Board of Directors of Ellipse-Klinikken (Chairman) and Data Respons. She is a former director of SafeRoad (Chairman), EuroProcessing International (Chairman), Heimstaden (Chairman), NEAS, Moss Maritime, Factor Insurance Group and BW Gas ASA.

**Sally Balcombe**

Sally is former CMO of Travelport GDS, responsible for product strategy and management, strategic pricing, marketing strategy and research globally. Before joining Travelport in 2008, Sally held a number of senior international roles in the travel industry, most recently as Commercial and Product Director at Opodo. She was previously Managing Director of the TUI owned Specialist Sun Holiday Group, bringing together six separate brands and was Managing Director of British Airways Holidays. She is a NED for eNett.

**Samantha Barber**

Samantha has worked at CEO and Board Level in both domestic and international companies, and across sectors. She started her career as a Policy Advisor in the European Parliament Economic & Monetary Affairs Committee, then became Director of Business for Scotland, followed by CEO of Scottish Business in the Community. Appointed to the Advisory Board of Scottish Power in 2007 and subsequently to the Board of Iberdrola, she was re-elected for a second term in 2012 and also appointed Chairman of the CSR Committee. Previously on the Board of a Scottish Youth Employability Charity, Samantha is currently an Advisory Board member for Breakthrough Breast Cancer and sits on the 2020 Group on Climate Change.

**Ann Berresford**

Recently appointed to the Board of The Pensions Regulator, Ann has been a NED on the Board of Bath Building Society since 2008 where she is a member of the Audit and Risk Committees and chairs the Asset and Liabilities Committee. A Chartered Accountant with extensive financial management experience across financial services and energy sectors, Ann was previously Finance Director for the Bank of Ireland's UK Financial Services Division and Bristol & West plc. She is a NED at the Pension Protection Fund and Triodos Renewables plc, and an independent trustee of the local government Avon Pension Fund.

**Lynne Berry, OBE**

Lynne has held five Chief Executive posts in £100million-plus public and voluntary sector organisations. She has been a Regulator and also a member of the Better Regulation Commissions and its successors. She has held trusteeships of varied organisations and is currently Vice Chair of the Canal and River Trust (British Waterways) and Trustee at the Anne Frank Trust and Cumberland Lodge. A Visiting Fellow at Cass Business School, Lynne is also an Advisor on the UK government BIS Risk and Regulation Advisory Council and sits on the Board of the International Women's Forum (IWF)

**Liz Bingham**

Liz is a Restructuring Partner and Managing Partner for People in the UK & Ireland at Ernst & Young, where she also sits on the UK Executive Board. In 2012, under Liz's stewardship, E&Y achieved first place in Stonewall's Workplace Equality Index and Liz was featured as one of 16 global role models selected by Stonewall. Last year Liz was awarded the Women in Banking & Finance Award for Achievement and in 2013 Liz was listed by Accountancy Age at number 27 in the Financial Power list.

**Anne Boden**

Anne was appointed COO of Allied Irish Banks in July 2012, having served as Head of EMEA, Global Transaction Services at RBS for 3 years. Prior to joining ABN Amro in 2006, Anne was Chief Information Officer and a member of the Board of Directors of Aon Ltd, managing the acquisition strategy of this Fortune 500 broker. Previously Anne held senior positions at UBS, including heading strategy and planning for the EU region. Anne began her career at Lloyds Bank, then moved to Standard Chartered Bank where she was Head of Process and Systems, UK, followed by several years as a strategy consultant for Price Waterhouse, where she worked with leading banks in developing product strategies. In June 2010 Treasury and Risk Magazine named Anne one of the ten most influential figures in Global Finance. Anne is a member of the Board of Governors of Middlesex University and a Fellow of the Chartered Institute for IT.

**Dame Lynne Brindley**

As CEO of the British Library since 2000, Dame Lynne has led a major strategic development and modernisation programme. She is a NED of OfCom and was previously Pro Vice Chancellor at the University of Leeds and a senior management consultant at KPMG. She has held extensive leadership positions in IT and knowledge management. She is a Board member of the Creative Industries Transfer Network, a Council member of the Arts and Humanities Research Council, a member of the Council of City University and on the Court of the Goldsmiths' Company. She is active in European and national bodies, media and information society initiatives and digital infrastructure.

**Alison Brittain**

Alison is Group Director of Lloyds Banking Group's Retail Division and a member of the Group Executive Committee. She is responsible for the Lloyds TSB, Bank of Scotland and Halifax Community Bank's retail products and marketing, along with telephony and digital banking. Previously she was Executive Director for Retail Distribution at Santander UK, Director of Barclays and Woolwich Retail Networks and Managing Director of Barclays Small Business Banking.

**Dame Yve Buckland**

Dame Yve was appointed the first National Chair of the Consumer Council for Water in April 2005. Before joining CCWater, Yve had substantial experience in local government. Formerly National Chair of the NHS Institute for Innovation and Improvement, Yve was awarded the DBE in 2003 for services to public health. She is an Honorary Member of the Warwick Business School's Faculty of Public Health & Medicine and a Fellow of the Institute of Governance & Public Management, a member of the KPMG Board of Trustees Public Governance Institute, Patron for the West Midlands Regional Teaching Public Health Network and Fellow of the Royal Society of Arts

**Anne Bulford, OBE**

Anne has been Chief Operating Officer at Channel 4 since 2010, having served as Group Finance Director and interim CEO. Previously Director of Finance and Business Affairs at the Royal Opera House and Finance Director at Carlton Productions, Anne has also worked at the BBC, as Finance Director of BBC Productions and Head of Internal Audit. She is a lay member of the council of University College London and Honorary Treasurer, a non-executive member of the Ministry of Justice's Corporate Management Board and Chair of the Audit Committee, an elected Trustee of the Motor Neurone Disease Association and a Trustee of the Teacher Awards Trust.

**Zillah Byng-Maddick**

Zillah was recently appointed Chief Executive following three years as CFO of Trader Media Group, where she has been closely involved in the digital transformation. Previously Zillah has held a number of financial and operational roles, including: CFO at Fitness First Group and managing director of its German operation; CFO at First Quench/Thresher and roles at General Electric, Waterstones, HMV and Nestlé. Currently she is a NED of Mecom Group plc and a former NED of Gondola Holdings plc.

**Ann Cairns**

Ann joined MasterCard in 2011 as President of International Markets, having previously held the role of head of the financial advisory group, Europe, at Alvarez & Marsal. She previously worked as CEO of transaction banking at ABN Amro and spent 15 years at Citigroup. Anne has served on the Board of Charity Bank and was a NED of Newcastle Building Society. She is a Fellow of the Royal Statistical Society (RSS).

**Anne-Marie Cannon**

Anne-Marie has over 30 years' experience in the oil and gas sector in both industry and investment banking. Since 2000, she has been a Senior Advisor to the Natural Resources Group at Morgan Stanley. She is a member of the Board of AKER ASA. Previously she held financial positions at Shell UK Exploration and Production, Thomson North Sea and J. Henry Schroder Wagg as well as an Executive Board position at Hardy Oil & Gas.

**Natalie Ceeney**

Natalie began her career at the NHS, as a manager at Northwick Park Hospital, then at Hertfordshire Health Agency and at Great Ormond Street Hospital. She was later appointed Chief Executive of The National Archives UK, before becoming Chief Ombudsman of the Financial Ombudsman Service Ltd. in March 2010. Natalie has a first class degree from Newnham College, Cambridge.

**Kathie Child-Villiers**

Kathie has 25 years of experience as a banker in the energy sector. Previously she was Managing Director, Energy & Power Group at Merrill Lynch and worked at Bear Stearns and Drexel Burnham Lambert in New York. Formerly a NED and member of the Audit Committee of BW Offshore, listed on the Oslo Stock Exchange, she is currently a Member of the Steering Committee of the Friends of Chelsea and Westminster Hospital.

**Helen Clatworthy**

Appointed to the Operating Executive in October 2010, Helen is Imperial Tobacco's Group Supply Chain Director, responsible for supply chain activities across the Group. She has held a number of senior positions in the Group including Commercial Director Western Europe and Head of Commercial Affairs. Prior to taking up her current position, Helen headed the team responsible for the integration of the Altadis business into Imperial Tobacco. She is a Fellow of the Chartered Institute of Management Accountants (CIMA).

**Naomi Climer**

Naomi has been Vice President of Sony Professional Solutions Europe since May 2006 and is responsible for leading the expansion of Sony's European media, broadcast and business-to-business operations, including digital signage, digital cinema and healthcare solutions, network video monitoring and video communication. Prior to joining Sony, Naomi was the Controller of Technology for BBC News and Director of Technical Operations for ITVdigital. She is a member of the Board of Trustees of the Institution of Engineering and Technology.

**Sally Cohen**

Sally joined Marks & Spencer Financial Services as a NED in February 2012. Previously Managing Director of Elizabeth Arden UK/Ireland, she delivered record profit levels in a challenging trading environment. Sally was Global Director of Brand and Customer strategy at Vodafone and Marketing Director Europe at Allied Domecq. Prior to that, Sally held marketing/sales posts at The Coca-Cola Company: Division Marketing Director for Northwest Europe, Associate Director for Latin America, Global Group Manager for Brand Coca-Cola and National Account Executive in Coca-Cola Fountain. She began her marketing career with FMCG companies in the USA, but has spent the last 15 years working outside America.

**Kimberley Cole**

Kimberley is the Global Head of Marketing Operations for Thomson Reuters, Financial & Risk Sales Organisation. She commenced this role in 2010 following five years in Hong Kong where she was Head of Marketing Asia. She has held a number of sales and marketing leadership roles at Thomson Reuters and has a wealth of financial markets knowledge and international experience. She is an Australian national.

**Deirdre Connelly**

Deirdre assumed the role of President at GlaxoSmithKline North American Pharmaceuticals in 2009. Prior to this, she was President of the US operations at Eli Lilly, SVP in HR and held various other roles in sales and marketing. She sits on the Boards of Macy's and Indianapolis Opera as a NED. In 2010 Deirdre was voted Woman of the Year by the Healthcare Businesswomen's Association and in 2011 Fortune Magazine ranked her 25th among the 50 Most Powerful Women in Business.

**Jacynthe Cote**

Jacynthe has been Chief Executive, Rio Tinto Alcan since February 2009 and has significant operational and international experience in the aluminium industry. Her previous roles in Alcan include President and Chief Executive Officer, Bauxite & Alumina business group, and senior management roles in business planning, human resources and environment, and health and safety. Jacynthe is an Advisory Board Member of the Montreal Neurological Institute, a member of the Hautes Études Commerciales Board, the Canadian Council of Chief Executives and the International Aluminium Institute

**Bronwyn Curtis, OBE**

Bronwyn is Chairman of Global Research, HSBC and is a governor of the London School of Economics. She is also Chairman of the Society of Business Economists, a Board member of the National Institute of Economic and Social Research, a member of the Advisory Board at Imperial College Business School and a member of The Times Shadow Monetary Policy Committee. Bronwyn was awarded an OBE for services to business economics in 2008. She has previously worked for Bloomberg, Deutsche Bank and Nomura and has served as a NED at the Office of Fair Trading.

**Juliet Davenport, OBE**

Juliet is at the helm of one of the energy industry's most innovative companies, Good Energy Group plc and has become an influential figure in shaping government policy, making her mark in the future of renewable energy in the UK. She is a member of industry regulator Ofgem's Environmental Advisory group and has won numerous accolades for her work in the renewable energy sector and as an entrepreneur, including the PLUS-quoted CEO of the year 2009 and being named a top 20 Eco Hero by At Home magazine in 2010. Previously, Juliet worked at the European Commission on European energy policy and later at the European Parliament on carbon taxation.

**Tania De Welzim**

Tania is Group Finance Manager and Chief Accounting Officer at Randgold Resources, responsible for financial reporting in the group as well as internal control procedures. She is a chartered accountant with ten years' experience in finance including eight years in the mining industry and prior to that as Manager-Audit UK and South Africa at PricewaterhouseCoopers LLP.

**Dr Angela Dean**

Angela has spent more than 25 years in international finance, particularly as Managing Director of Morgan Stanley. She specialised in financial analysis of technology companies, was Head of Global Technology Research and Director for Socially Responsible Investment. She served on the United Nations Global Compact's initiative for socially responsible investment in the global financial sector. Angela is Vice Chair of International House, one of the largest independent organisations for language teaching and the training of language teachers. She is a Member of the Governing Council of King's College London and has been a Trustee of Museums, Libraries and Archives.

**Valerie Dias**

Valerie is Executive Vice President and Chief Risk & Compliance Officer for Visa Europe with responsibility for corporate risk compliance and a variety of corporate services. Previous roles with Visa include Executive Vice President and Chief Financial Officer for Visa Europe covering all aspects of finance, treasury and pricing. Valerie is on the Board of World Vision, is a member of the Finance & Audit Committee and a Fellow of the Association of Chartered Certified Accountants (ACCA).

**Tanith Dodge**

Tanith became Director for Human Resources at Marks & Spencer in 2008 after previously being Group HR Director for W H Smith and Regional Senior VP Human Resources for Intercontinental. She has held senior HR roles within Allied Domecq, Diageo and the Prudential Corporation. Tanith has also sat on the Board of Regent Inns as a NED.

**Mary Dolson**

At PwC since 1985, Mary has worked in New York, Central & Eastern Europe and London, where she has been based since 1998. As a Partner since 1996, she works closely with the International Accounting Standards Board and the PwC network of firms on the application of International Financial Reporting Standards (IFRS). A non-executive member of the UK Financial Reporting Review Panel, Mary specialises in accounting for business combinations, consolidation, joint ventures, equity accounting, impairment of non-financial assets and first time adoption of IFRS. She also specialises in the oil & gas, mining, utilities and pharmaceutical industries.

**Francesca Ecsery**

Francesca Ecsery was appointed Non-Executive Director at Good Energy in 2012. She has extensive experience in senior director roles, with both blue chip and start-up companies, developing a strong track record for generating revenue growth. Previously Global Business Development Director at Cheapflights Media, Francesca has also held senior executive roles with STA Travel, the Thomas Cook Group and Thorn EMI plc.

**Michelle Edkins**

Michelle is Global Head of Corporate Governance and Responsible Investment, BlackRock. Currently based in San Francisco, she is Vice-Chairman of the Board of Governors of the International Corporate Governance Network and a Trustee of the Foundation for Governance Research and Education. An economist by training, Michelle previously worked for New Zealand's Central Bank and the British High Commission in Wellington.

**Delphine Ernotte-Cunci**

Appointed Group Deputy Chief Executive Officer of France Telecom in 2011, Delphine previously served as an Executive VP and Director of French Operations at Orange France and a Senior Executive Vice-President at France Telecom. Joining France Telecom in 1989, Delphine has held various operational posts in the Group, particularly in research and development and as Sales Director of France. She was formerly Director of Agency Distribution and Regional Director for Centre Val de Loire, and Director of Communications and Sponsorship France.

**Eilish Finan**

Eilish is a NED and Audit Committee member of JP Morgan Bank Ireland. As an independent director and consultant she specialises in the financial services and property sectors and has extensive experience in the Financial Services industry. Previously, she was CFO and Director of AIG Investments specialising in Investment Management, Fund Management, Trustee & Custodial Services, Securities Lending and Property Development & Asset Management. She is a member of the Board of NAMA and a Fellow of the Institute of Chartered Accountants in Ireland.

**Sheila Flavell**

Sheila is Chief Operating Officer, Founder Director and part owner of international IT services provider, FDM Group. Key instigator of the management buyout of FDM in 2010, Sheila spearheads FDM's global expansion programme. With an extensive IT career in both the public and private sectors, Sheila is the driving force behind FDM's Global Women in IT initiative. She was the winner of the Cisco Corporate Leader of the Year award at the everywoman in Technology Awards 2012.

**Jane Fraser**

Jane is CEO of Citi Private Bank. She has held various positions with Citigroup including global Head of strategy and mergers & acquisitions and has previously worked for McKinsey and Goldman Sachs. Jane sits on the Board of Touch Foundation Inc. In 2010, Jane was ranked 14th among the 25 Most Powerful Women in Banking.

**Mai Fyfield**

Mai was appointed Group Director of Strategy of BSKyB in July 2008, heading up a team that provides analysis and insight to advise on key decisions across all of Sky's activities. Mai was previously Deputy Head of Strategy and before that Deputy Chief Economist. She joined Sky in 1999, having spent nine years working as an economic advisor to blue chip companies in a number of different industries both in the UK and the USA.

**Olivia Garfield**

A former Accenture consultant, Olivia joined BT in 2003 and quickly transformed the financial performance of its Integrated Teleweb Unit. She has risen through the ranks in key roles, including Group Director of Strategy and Regulatory Affairs, becoming CEO of Openreach in 2011. This role includes responsibility for the delivery of one of the fastest and most ambitious deployments of superfast fibre broadband in the world. In 2008 she was named one of PepsiCo's Business Women of the Future.

**Sylvie Gregoire**

Sylvie joined Shire in 2007 and is currently President of Shire Human Genetic. She has over 20 years of pharmaceutical and biotechnology experience. Sylvie recently served as Executive Chairwoman of IDM Pharma, having been CEO of GlycoFi and having held numerous leadership positions at Biogen Inc. Sylvie is a Trustee of the International School of Boston.

**Joy Griffiths**

Joy is Global MD of Experian Decision Analytics, bringing more than 30 years of international experience in the financial services industry. Previously with Lloyds Banking Group from 2007, she was MD of its mortgage business and Chairman and CEO of Cheltenham and Gloucester plc, before being appointed MD of LloydsTSB and Bank of Scotland Community Banks in 2009. Prior to joining LloydsTSB, Joy was Executive VP at Wells Fargo Home Mortgage and spent more than 10 years at Westpac Banking Corporation in a range of senior management positions.

**Lyn Grobler**

Lyn is the VP and CIO of IT Strategy and Corporate Functions and Alternative Energy & Shipping Businesses at BP. With an extensive career in IT, Lyn has been responsible for projects in Banking, Trading and Energy environments for companies including ICL, Ralph M Parsons, Chase Manhattan Bank and Koch Supply and Trading. Lyn is a member of Women in Technology and leads the Women in IT&S group within BP. Lyn has lived and worked in the UK and South Africa.

**Kate Grussing**

Kate is the founder of Sapphire Partners, a pioneering executive search firm which helps the UK's top companies manage their senior human capital. Previously she was an investment banker at JPMorgan and Morgan Stanley as well as strategy consultant at McKinsey. She is an active long-time trustee with several charities including the London Children's Museum and the Prader-Willi Syndrome Association. In 2009, Kate was named as one of Red Magazine's Red Hot Women for her work mentoring and championing corporate flexibility.

**Susan Haird**

Deputy Chief Executive of UKTI from 2004-2012, Susan was appointed a NED of the Management Board in 2011. Previously, she was Director for Human Resources & Change Management at the then DTI and Director of Export Control & Non Proliferation, where she was also UK Governor on the Board of the International Atomic Energy Agency and the Organisation for the Prohibition of Chemical Weapons. Formerly Deputy CEO of the Office for Manpower Economics, Susan's previous posts within the then DTI included the nuclear industry, the vehicle industry and trade relations with East European and Latin America. Susan was also Director of Equal Opportunities in the Cabinet Office from 1989 to 1992.

**Alison Halsey**

Alison is a former Senior Partner in both the Financial Services Practice and the Corporate Social Responsibility and Charity Practices of KPMG. Previous roles at KPMG included Banking Audit Partner, UK Head of Financial Services, Senior Manager in the Specialist Banking Department and a secondment to the Building Societies Commission. Alison is the founder of Super Duper Farm, an enterprise providing training and employment to young people with learning difficulties. She has been a Trustee and Hon Treasurer at the National Autistic Society and the Cystic Fibrosis Trust, an Ambassador of the Alzheimer's Society and a Member of the Chairman's Strategy Group of the Down's Syndrome Association.

**Heather Hancock**

Heather is Managing Director Brand & Communications and Managing Partner for Talent and Brand UK at Deloitte. She is a partner in the Strategy Consulting business, specializing in the execution of public policy and governance/ accountability/ delivery regimes in the public/private sectors. She joined the UK Executive in 2008. Previously, Heather worked in the public sector, the youngest ever member of the Senior Civil Service in 1992, including private secretary to three Home Secretaries and accounting officer for The Millennium Commission. Formerly a Trustee of The Prince's Trust for more than 12 years and Chair of its Audit Committee, Heather has been Chair of the BBC's only independent advisory committee for 10 years. She is a member of the House of Lords network for Senior Women in Public Leadership.

**Sarah Harkness**

Sarah was appointed as a NED of Yorkshire and the Humber Strategic Health Authority in 2007. With a background in corporate finance, Sarah spent nearly 15 years at NatWest Markets and four years leading the Andersen corporate advisory team in Yorkshire and the North East. Previously Sarah was a Board Director of a specialist executive recruitment firm, and has served on not-for-profit Boards including The Sheffield Theatres Trust and the Eureka! Children's Museum. She was a NED of Rotherham Priority NHS Trust, Chair of the Yorkshire and the Humber Strategic Health Authority's independent investigations committee. Sarah is an audit committee member of the University of Sheffield Council.

**Oonagh Harpur**

Senior advisor in strategy, reputation and governance, Oonagh has worked in the UK and USA in the energy, health, financial and professional services sectors. With fourteen years in CEO roles in private and public sectors, Oonagh is currently Board member, CVF Lord Mayor's Initiative, leading "Governing Values: a toolkit for Boards"; and Trustee, SMN. Previously she was a Member, International Leadership Team, BITC and a NED of Hillingdon Health Authority.

**Mridul Hegde**

Mridul is currently the Executive Director for Strategy at the Financial Reporting Council. Previously she was Director of Financial Stability in Her Majesty's Treasury (HMT) with responsibility for the UK Government's interventions in the financial sector and for stewardship of the Government's financial sector holdings. Previously Director of Public Spending, Mridul's earlier roles include periods at the Home Office and the Department for Culture, Media and Sport; policy advisor at the BBC; speechwriter and private secretary to former Chancellors of the Exchequer.

**Charlotte Hogg**

Charlotte became Head of Retail Distribution and Intermediaries at Santander in 2011, having previously been Managing Director of Experian UK and Ireland from 2008 - 2011. Previously, Charlotte was a Group MD and Division Senior VP at Morgan Stanley and a Senior VP/MD of Discover Financial Services Inc. She serves on the Board of Nottingham Trent University and is a Trustee of First Story.

**Emma Howard Boyd**

Emma is Director, Sustainable Investment and Governance at Jupiter Asset Management. Previously she was at Banque Nationale de Paris and Hill Samuel. Emma is a Non-Executive member of the Environment Agency Board, a NED of Aldersgate Group, Senior Associate of the University of Cambridge's Programme for Sustainability Leadership, Member of the Steering Committee of The 30% Club and Chair of its Investor Group. In 2007, Emma was a member of the Commission on Environmental Markets and Economic Performance, set up by the UK Government. Emma is a former Chair of UKSIF, a Director of Triodos Renewables plc and Trustee of the Artichoke Trust.

**Orlagh Hunt**

Orlagh is Group HR Director of Allied Irish Banks, following six years as Human Resources Director at RSA Insurance Group. She was previously Head of Human Resources for AXA Sun Life and has worked at Pepsi Cola, Walkers and Tesco in a variety of HR management roles. Orlagh is a member of the Chartered Institute of Personnel and Development.

**Vivian Hunt**

Vivian is Director and Head of Pharmaceuticals & Medical Products Practice, EMEA, at McKinsey. Prior to joining McKinsey, Vivian was a Healthcare Project Director in New York City. She has served leading pharmaceutical companies on a broad range of strategy issues, including support for innovative pay or collaborations at Health Technology Assessments (HTAs), due diligence and post-merger integration in global pharma transactions, with extensive work in China. Vivian has supported the development of corporate and commercial strategy and operational plans for more than 25 major ethical and over-the-counter drugs and has worked in a range of specialty health contexts, such as Primary Care Trusts (PCTs) and acute and mental health trusts. Vivian serves on the board of several UK charities including the Henry Smith Charity and Action on Addiction. This year Vivian was voted the third most influential black woman in Britain.

**Alison Hutchinson**

Alison has been CEO of The Pennies Foundation since 2009. She is a Trustee of the Charities Aid Foundation and an Independent Non-Executive Director of LMAX Limited. Previously she was CEO at Kensington, Managing Director at Kensington Mortgages, Marketing & Communications Director at Barclaycard, CEO Barclays B2B and Director of efinancial Solutions at IBM.

**Anne Hyland**

Anne joined Vectura in 2002, as CFO, Company Secretary and Executive Director. Prior to this, she was a Director of Corporate Finance at Celltech Group plc. She joined Celltech following the merger with Medeva plc, where she was Finance Director for the UK Division. Anne was also an audit manager at KPMG, London. Anne is a Fellow of the Institute of Chartered Accountants and the Institute of Taxation in Ireland.

**Claire Ighodaro CBE**

Claire Ighodaro is a Board member and Non-executive Director of Lloyd's of London, the Lending Standards Board and the British Council. She is also a Council Member of the Open University. She chairs the Lloyd's Audit Committee, the OU Audit Committee, the LSB Audit Committee and the British Council Audit Committee. A past President of CIMA (the Chartered Institute of Management Accountants), she was previously a senior executive at BT plc, working in the UK and Germany in a variety of roles, including division Finance Director. She is also a previous independent Director of BERR (now BIS).

**Henrietta Irving**

Henrietta joined John Laing in 2001 as PFI Tax Manager and is now responsible for all tax planning, implementation, compliance and reporting for the Group. Previously she was responsible for the tax of Hyder's PFI portfolio and led KPMGs PFI Tax Practice. Formerly she was General Commissioner of Income Taxes at the Tax Tribunal for Brentford and Islington, Committee Member of the London Society of Chartered Accountants and Trustee of Shape. She is a NED and Trustee of Tech4all.

**Patricia Jackson**

Patricia is Head of Financial Regulatory Advice across Europe, Middle East, India and Africa (EMEIA) at Ernst & Young. She has been instrumental in building the banking risk and regulatory practice, focusing on Basel II, credit risk, liquidity risk, board training and stress testing. In 2008 she chaired a global industry working group for the Institute of International Finance looking into the causes of the financial crisis. Previously, Patricia was a senior official of the Bank of England and head of the Financial Industry and Regulation Division. She represented the UK on the Basel Committee for Banking Supervision for seven years and led much of the development of Basel II, including the worldwide QIS studies and calibration. Patricia is an Adjunct Professor of Imperial College Business School, member of the Board of the Imperial College Risk Lab, Trustee of the Centre for Economic Policy Research and Member of the SUEF Council of Management.

**Penny James**

Penny has been Director of Group Finance at Prudential since March 2011 and is a member of the audit committees of Jackson National Life, M&G Asset Management and Prudential UK. Previously she was Chief Financial Officer of Omega Insurance and Chief Financial Officer of Zurich Insurance's general insurance operations in the UK. Penny has held a number of Board positions including Eagle Star Insurance.

**Professor Kate Jenkins**

Kate is a director of Carrenza Ltd, an Internet cloud service provider and Chairman of Carrenza Consulting Ltd, a specialist IT consultancy. She is Visiting Professor in the Government Department at the London School of Economics where she is the Vice Chairman of the Council and the Court of Governors. She is also a member of the Board and Council of the Overseas Development Institute. Kate has wide experience of leading major strategic change in the public and private sectors in the UK and abroad, and has advised governments at President and Prime Minister levels. She has been a member of the NHS National Policy Board, a Commissioner at the Audit Commission, and led strategic development for the Chief Executive of British Airways.

**Debbie Jones**

Debbie has been Senior VP of Corporate Development at Inmarsat Group since 2008. Previously, Debbie was Advisor at Eversheds LLP and Head of HR at Companies House Steering Board. She also held various positions within the UK Department of Trade and Industry and is a member of the Chartered Institute of Personnel and Development. Debbie sits on the Board of Capital Law LLP.

**Sheila King**

Sheila became Group Retail Leasing Director at Hammerson in 1994, after holding various positions at Capital Shopping Centres. She has been responsible for the leasing of 12 prime shopping centres and introducing new brands such as Hollister and Forever 21 to the UK. Sheila is Chair of the International Council of Shopping Centres European Leasing Group and she has just been asked to join the Executive Committee of the ICSC European Advisory Board - their first woman. Sheila is a member of the Royal Institute of Chartered Surveyors.

**Professor Dame Julia King**

Vice Chancellor of Ashton University, Dame Julia has extensive experience of the private, public and academic sectors. An engineer by training, she held a number of senior executive appointments at Rolls-Royce. She is a former Chief Executive of the Institute of Physics. She is a non-executive director of the government department BIS, a member of the Committee on Climate Change and a visiting Professor of the Graduate School of the Chinese Academy of Sciences. Dame Julia served on the Governing Board of the European Institute of Innovation and Technology and is a member of the World Economic Forum Automotive Council. She joined the Board of Angel Trains Ltd in 2012.

**Ros King**

Ros sits on the Audit & Compliance Committee of the Governing Council of King's College. She has 30 years of multinational communications experience and currently runs the American Express business worldwide for the Ogilvy Group. She was the first female Managing Director of J. Walter Thompson London and President of J. Walter Thompson Chicago. Over the years Kate's clients have included a broad range of blue chip clients and leading brands in the packaged goods, financial, retail and alcoholic drinks sectors. Ros is also a governor of a school for children with autism.

**Kate Lampard**

Currently Vice-Chair of NHS South England and Chair of the Health Education England (HEE) Steering Group, Kate was previously a NED of the West Kent Health Authority, Chair of Invicta Community Care NHS Trust, Chair of Kent and Medway Strategic Health Authority and a NED Deputy Chair of the Financial Ombudsman Service Ltd. Since 2006 she has also undertaken investigative and consultancy work for public sector organisations and is currently leading the NHS investigation into Jimmy Savile. Formerly, Kate worked as a barrister specialising in insolvency, company law and property matters. She is a Trustee of the Esmée Fairbairn Foundation and a NED of RHS Enterprises Ltd

**Cathryn Lyall**

Cathryn is a consultant with Nasdaq OMX. She was formerly Head of the London office and NED of BM&F Bovespa, the Brazilian securities, commodities and futures exchange, the largest in Latin America and third largest in the world. She previously worked as Chief Operating Officer at ICAP and Head of EMEA for the Chicago Board of Trade. Cathryn is a Trustee of the Futures for Kids Charity Foundation, an Advisory Board Member of the London Capital Club and a Committee Member of Women In Listed Derivatives (WILD)

**Dr Natalie-Jane Macdonald**

Natalie-Jane was Managing Director of Bupa Health and Wellbeing - Bupa's UK business, having worked for Bupa since 1994. She was previously Head of Medical Ethics at the British Medical Association and worked in various positions in the NHS. Natalie-Jane is a Council Member and former NED of Which? Ltd.

**Mirian Maes**

Chairman at Sabien since November 2012, Miriam has had an extensive career managing national and international Profit & Loss accounts for multinationals, including leading B2B operations for Unilever, ICI and the Marmon Group. She entered the Energy sector in 2002, becoming COO of EDF's non-regulated network's and decentralised energy business. Miriam is also CEO of Foresee and Co-Head of the Matrix-Foresee Alliance. Miriam worked with the Shadow Climate Change Minister and advised the Department of Energy. She is NED at ELIA and Asystems in Belgium and France. Previously Miriam served on the Boards of Dalkia UK and Metronet (J-V between Bombardier, Balfour Beatty, WA Atkins, EDF and Thames Water). She was a Chairman of the Joint Venture between ABB, EDF, and Balfour Beatty for London Underground ("Powerlink") and has been administrative NED of some 30 other EDF companies and Joint Ventures.

**Catherine May**

Catherine was appointed Director of Corporate Affairs at SABMiller plc in October 2012 and is a member of the Executive Committee, responsible for Media, Investor Relations, Political Affairs, Corporate Affairs, Corporate Social and Internal Communications. Previously she was Group Director of Corporate Affairs at Centrica plc, Group Director of Corporate Relations at Reed Elsevier, Partner at Luther Pendragon Ltd, Director of Communications at TCI International Inc and at US West International. Catherine is a NED of the World Capital of Culture Ltd in 2012 and a Trustee of the English National Opera.

**Alice Maynard**

Chair of Scope since 2008 and Chair of the Independent Disability Advisory Group, Transport for London since 2009, Alice is Founder & Managing Director of Future Inclusion Ltd, supporting organisations to deliver services to hard-to-reach sectors of the community. Alice has worked with corporate, public and third sector organisations and was Head of Disability Strategy at Network Rail. In 2001, she was seconded to London Transport to develop its disability employment strategy and framework for Transport for London's inclusion programme. Alice's background includes 10 years in IT and she was formerly a Commissioner at the Human Genetics Commission.

**Maggy McClelland**

Maggy became MD of COLT Managed Services Division in 2008. Previously at BT as President Global Business Operations & Professional Services, Maggy was also Corporate Officer and General Manager of Motorola Professional Services. She previously sat on the Board of Partnership Sourcing and was a member of the Advisory Board of Sutherland Global Services.

**Kim McFarland**

Kim is Chief Operating Officer for Investec Asset Management, having joined them in 1993, after spending the early part of her career with PWC. She also holds Board positions at Investec Asset Management Ltd and Investec Asset Management Holdings Pty Ltd. In 2010, Kim was named one of the Top 100 Most Influential Women in Finance in Europe by *Financial News*. She is an Advisory Board Member of the University of Cape Town Graduate School of Business

**Nayna McIntosh**

Nayna became Division Director for Store Marketing and Design at Marks & Spencer in 2008, having been Director for UK Store Presentation and General Merchandise Presentation. She was part of the executive management team that set up the Per Una Brand. Nayna was previously Director of Sales and Marketing for Asda Stores and Regional Executive South of England for Asda Stores and Next.

**Christine Miles**

After a successful career in hospital pharmacy Christine spent 18 years at executive level in NHS management, including CEO at the Royal Orthopaedic Hospital, Director at Moorfields Eye Hospital and Airedale FT. She is a trustee of St Ann's Hospice, Help the Hospices National Board and Pharmacy Support. She has been a trustee of Nebosh, a member of the Advisory Boards of Aston University Business School and Cranfield Business School, and a National Council member of the Institute of Healthcare Management and the Chartered Institute of Marketing.

**Hazel Moore**

Co-founder and Chair of FirstCapital (est. 1999), Hazel has extensive experience advising technology companies on mergers and acquisitions, raising venture capital and private equity. Hazel is a member of the Governing Board of the Technology Strategy Board, the national innovation agency for the UK, and is on the Investment Advisory Panel for the North West Fund. Previously Hazel was based in Hong Kong and London for W.I. Carr, a leading Asian institutional stockbroker. Hazel began her career with GEC Marconi.

**Angela Morrison**

Angela has been CIO of Direct Line Group (DLG) (formerly RBS Insurance) for two years, managing Business Technology Services. Angela has worked extensively in food retailing and IT, with 10 years at Director level, including Sainsbury's Operating Board, where she was responsible for insourcing the IT function, and ASDA where she held a number of director roles, including CIO during the transition of systems from ASDA to Wal-Mart and latterly as European Strategy Director for Wal-Mart.

**Sharmila Nebhrajani**

Sharmila is currently the Chief Executive of the Association of Medical Research Charities and before that was Executive Director of Finance and Performance for NHS Sussex. She spent 12 years at the BBC where she was Chief Operating Officer and Finance Director of Future Media and Technology, managing the online business functions, including the launch of the iPlayer. Her early career was in management consulting, corporate finance and strategy projects for a range of global private sector clients in media, telecoms and technology. She is a Board Member of the Charity Commission, and a member of the Audit Committee on both the Governing Council of the University of Sussex and the Institute for Cancer Research.

**Hunada Nouse**

An experienced CFO, across private and public sectors, for the past six years Hunada has worked in Whitehall, most recently as CFO for the Department for Work and Pensions. She has held senior finance and commercial roles in multinational consumer businesses, notably Diageo plc and Burger King Corporation, working in the UK, Continental Europe and the USA. Hunada holds non-executive roles at City University, London, Gentoo Group and Breast Cancer Campaign.

**Michele Oliver**

Michele is UK Strategy Director on the Board of Mars Chocolate (UK), having worked at Mars for 18 years across a variety of senior marketing and strategy roles - including UK Board Marketing Director, Global Brand Director, European Portfolio Director, European Innovation Director and Global Sustainability Strategy Director. Previously she has worked for Oxfam in a voluntary capacity as a marketing advisor. She is an alumni of LBS Global Business Consortium, member of the British Psychological Society and an accredited Senior Level Executive Coach.

**Tanuja Randery**

Tanuja is CEO of MarketPrizm Ltd, following her Executive Board role in the COLT Telecom Group, as Regional Division MD for Colt Enterprise Services. She was previously Vice President of Global Strategic Initiatives and Vice President of Software Operations at EMC Group. Prior to EMC, Tanuja was associate partner at McKinsey & Company. She has worked extensively in India and the US.

**Dame Fiona Reynolds, CBE**

Dame Fiona was Director-General of the National Trust from 2001-2012, taking the organisation through radical structural and governance changes that resulted in a growth of one million members and the restructuring of the Board from 54 to 12 members. Before taking up her post at the National Trust, she was the Director of the Board for the Preservation of Rural England and previous to that Director of the Women's Unit in the Cabinet Office. She became a NED of the Board of the BBC at the start of 2012.

**Alison Rose**

Alison is Head of EMEA, Markets and Investment Banking (M&IB) and Global Head of IB Capital at RBS Group. She is Chair of the Global Capital Allocation Committee, a Member of the International Banking Executive Committee, the Divisional Executive Committee, Co-chair of the UK Corporates Management Committee and a Member of the Compass Board - governing body of M&IB's women's network. She is also responsible for driving M&IB's Diversity and Inclusion strategy. Previously, Alison was Head of Corporate Coverage and Client Management EMEA within GBM, Head of Leverage Finance, EMEA, and Head of Non-Investment Grade DCM. In 2011 Alison was recognised as one of the *Financial News* 100 Most Influential Women.

**Ouma Sananikone**

Ouma is a corporate director with extensive experience of the European and Asian financial markets. She has worked for 25 years in banking, financial services and investment management. She is Chairman of Smarte Carte International and a NED of Icon Parking Systems and Air-Serv. She has been a Board member of numerous public and private companies, as well as charitable organisations, in Australia and elsewhere. She is an Independent Director of Macquarie Infrastructure Co LLC.

**Rosalyn Schofield**

Rosalyn is currently Head of Legal, Property and Company Secretariat at Associated British Foods, overseeing all international risk management and over 600 companies within the FTSE 50 group. Previously with JD Wetherspoon plc as Executive Board Legal Director for 10 years from 2001, she qualified as a commercial property solicitor in 1982. She is a Trustee of Primark Better Lives Foundation

**Judith Shepherd**

Judith is Global General Counsel of Barclays Corporate and Investment Bank and a member of its Executive Committee. As part of her commitment to supporting greater diversity in the legal profession she is on the Advisory Boards of both UK Women in Law and the Black Lawyers Directory. She was recognised in 2011 and 2012 as one of the *Financial News* 100 Most Influential Women

100 Women to Watch



Julia Simpson

Julia has been Chief of Staff at International Consolidated Airlines Group since 2011. Her previous roles include Director of Corporate Communications at British Airways, Assistant Chief Executive at London Borough of Camden, Advisor and Communications Director for the UK Office of the Prime Minister and Head of Media Relations at the Department of Education and Employment.



Valerie Soranno Keating

Valerie is the CEO of Barclaycard. She joined in 2009 after a distinguished career at American Express and A T Kearney. She is on the Board of Visa Europe Ltd. In 2003 she was honoured by Crain's New York Business as one of the '40 Under 40' outstanding business leaders and in 2011 she was ranked fourth in *American Banker* magazine's 25 Most Powerful Women in Finance list.



Cheryl Sunderland

Cheryl is Senior Vice President and International Treasurer of State Street, responsible for the Treasury operations outside the US. Previously, Cheryl was Vice President of Financial Markets at Royal Dutch Shell plc in charge of external financing and Treasury Compliance. Prior to Shell, Cheryl was a Principal of Adinvest AG, a Zurich-based private equity firm, and Head of Corporate Finance, Business Valuation/Planning and Investor Relations functions at ABB Ltd. Before moving into corporate finance, Cheryl held positions in investment and commercial banking in Asia and Europe.



Christine Tacon, CBE

Christine was recently appointed the first Grocery Code Adjudicator to oversee the implementation of the Groceries Supply Code of Practice between retailers and their direct suppliers. A Chartered Engineer with extensive experience in sales and marketing (Mars, Anchor, Vodafone), Christine ran the Co-operative Group's farming business, the largest in the UK, for 11 years. Awarded a CBE for services to agriculture, Christine is a NED of Anglia Farmers, a member of DEFRA's Strategic Regulatory Scrutiny Panel, a Governor of Harper Adams University and is on the Business Advisory Board of Living with Environmental Change, a partnership of the Research Councils. She chairs the BBC Rural Affairs Advisory Committee and the Food and Drink Engineering Forum and is a member of the UKTI Environment and Water Sector Advisory Group.



Catherine Tanna

Catherine is Executive Chair of Queensland Gas Co Ltd and a NED of the Reserve Bank of Australia. She was Executive Vice President and Managing Director of Australia and East Asia for the BG Group and prior to that Managing Director at Queensland Gas. She previously held the role of Division Executive VP at the Royal Dutch Shell Group. Catherine is on the Board of the Gold Coast 2018 Commonwealth Games Bid.



Suzanna Taverne

Suzanna is a Trustee of the BBC, a NED of Ford Credit Europe, Trustee of the Shakespeare Schools Festival and StepChange Debt Charity and member of the Advisory Board of Manchester Business School. Previously, Suzanna was a NED of Nationwide Building Society, Trustee of the Design Museum and Chair of Gingerbread, the national charity for single parents. Suzanna was Operations Director of Imperial College, Managing Director of the British Museum, Director of Strategy and Development for Pearson plc, Managing Director of magazines within the Financial Times Group, Strategy Consultant to Saatchi & Saatchi plc and Finance Director of Newspaper Publishing plc. She started her professional life as an investment banker, working on mergers and acquisitions at S G Warburg & Co Ltd.



Diane Varrin Eshleman

Diane is Managing Director and Chief Procurement Officer for Barclays. Diane joined Barclays in 2009 and has a full range of previous experience having spent over 25 years at JP Morgan in a variety of global roles, including Executive VP Global Investor Services, MD and Chief Procurement Officer, IT. Diane was a benefactor of the Women's Refugee Commission 2012 VOC Wall of Support.



Pam Walkden

Pam has extensive experience in the financial services industry, has been a member of the Executive Leadership Team of Standard Chartered plc since 2001 and Group Treasurer for the past four years, with responsibility for a balance sheet over US\$600 billion. Previously, Pam was Group Head of ALM and Regional Markets, Group Head of Internal Audit, Group Investor Relations Manager and Group Head of Corporate Affairs.



Siobhan Walker

Siobhan was appointed MD of Financial Sponsors Group at ING in 2010. Previously, she was Managing Director & Co-Head of Corporate Finance Russia, CIS Regional Head of Corporate Financial Services and Head of Structured Finance. Her earlier career was at ANZ Grindlays Bank in London and Gabarone. She has been an Independent NED and Chair of the Audit and Risk Committees of Global Ports Investments plc since June 2011.



Caroline Waters, OBE

Caroline is regarded as a leading director in HR, having stepped down from BT after 34 years. Prior to her role as Director of People and Policy, she was Director of Employment Policy, HR Strategy Partner for the BT Group, HR Manager BT Europe and Director HR Programmes and HQ Services. Caroline sits on the Board of the UK Resource Centre for Women, encouraging women into technical careers, is Founder and Chair of the Employers Forum on Belief and Chair of Employers for Carers, where she was influential in changing legislation to extend the right to request flexible working. Caroline is a member of the Civil Service Management Board Diversity & Equality Sub-Group, the Employers for Work/Life Balance Advisory Group, the NCH Corporate HR Strategy Group, the IPPR Equality & Diversity Taskforce, the Dignity at Work Partnership Steering Group, the Ambition: IT Steering Group, Chair of the Lone Parents' Working Group and the Carers UK ACE National Employers' Group and a member of the Stichting Permits Board.



Sian Westerman

Sian is a Managing Director in the Global Financial Advisory Division of Rothschild, specialising in complex mergers, acquisitions and disposals, capital raisings, corporate governance, strategic advice and investor communication issues with a focus on the Retail and Luxury Goods sectors. She is also Global Head of Marketing and Corporate Affairs for the Rothschild Group. Sian was a Non-Executive Director of A.S.H.S. Limited and a Director of Westside Independent School, focussed on getting students back on track with their studies. She is a Steering Committee member of the 30% Club and a member of the Royal Academy Corporate Board. Sian initially qualified as a solicitor with Slaughter and May.



Cynthia Whelan

Cynthia is based in Sydney and is the Chief Executive for Barclays in Australia and New Zealand. She has responsibility for the Global Markets, Distribution, Infrastructure and Investment Banking operations of the Bank in this region. She is on the Board of the Sydney Women's Fund and is a founding member of the Australia Advisory Board for Room to Read.



Theodora Zemek

Theodora is Global Head of Fixed Income at AXA Investment Managers Ltd. Awarded Outstanding Contributor to the Industry 2010, Theodora has been a Member of the AXA Investment Managers Executive Committee and Management Board since March 2008. Previous roles include Head of Fixed Income Fund Management at New Star Asset Management, Chief Investment Officer and Head of Fixed Income at M&G International Investments, Senior Global Fixed Income Fund Manager at James Capel Fund Managers, Global Fixed Income Fund Manager at the United Bank of Kuwait, Fixed Income Fund Manager at the Royal Bank of Canada and Head of UK Global Bond Sales at Swiss Bank Corporation International.



Gulshat Zholamano

Gulshat joined Kazakhmys in 2005 as the Director of Financial and Technical Control and was appointed a Division Vice Chairman in 2008 also serving as an Executive Director on the Board. In 2010, she was made a Chief Financial Executive.