

The Cranfield Female FTSE Board Report 2021



100 Women to Watch 2021

Hilary Sears

Visiting Fellow

Cranfield School of Management

The list in the year of the pandemic

The pandemic was a stark reminder of how the world can change quickly and unexpectedly, and with it the world of work! It underlined the need to solve the unknown through collaboration, provide support for fellow team members and focus on mental health.

At the same time, the emphasis on equality, diversity and inclusion (EDI) in the boardroom has gathered momentum. There is not only a business benefit to taking action to recruit a more diverse board; it is also largely well received both by stakeholder groups and employees (as the increasingly diverse workforce looks to representation). The challenge is how in-demand diverse executives now are: where to find them, how to recruit them, how to retain them?

The objective of this list has always been to present a slate of potential female NED candidates. This year, my first to compile it, I have tried to think of more than one dimension of diversity (gender) and looked not only for women of Black and other ethnically diverse communities (of which there are 31 in the list), but also diversity in:

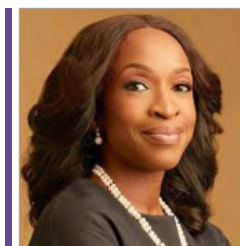
- Nationality (including Russian, Bosnian, French, Canadian, Australian, German).
- Geographic location (women working at senior roles in all UK nations and two in the EU).
- Disability: there are two with declared disability.
- LGBT.
- Sector (included are five in significant roles in the third sector).

While more candidates are working in Financial Services than in any other sector (when you include those in HR/EDI), I have striven to identify potential candidates in different functions and sectors. The breakdown is:

1.	Advisory, Risk, Compliance, Legal	19
2.	Financial Services Management	17
3.	Technology and E-Commerce	16
4.	Consumer, Retail, Media, Public Relations	14
5.	Human Resources/Equality, Diversity, Inclusion	7
6.	Energy, Environmental, Social and Governance (ESG), Climate Change	7
7.	Private Equity (PE)/Entrepreneurs	6
8.	Third Sector Management	5
9.	Healthcare	4
10.	Transportation	3
11.	Academia, Education	2

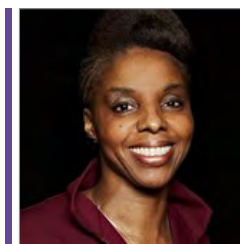
As an ex-executive search consultant, I would have liked to interview everyone on this list, but it is compiled using published information. I therefore appreciate input received from Audeliss, Korn Ferry, Praesta, Russell Reynolds, Sapphire Partners, Stork & May, Warren Partners, Women on Boards, and a few individuals who have helped in identifying entrepreneurs.

Women to Watch 2021



Peju Adebajo,
ex-CEO, Lumos,
Nigeria

Peju has 15+ years' experience as a multi sector CEO in companies with different shareholder structures and is skilled in strategy, operations, transformation and turnarounds. She has now relocated to London, where her career started with Citigroup and BCG. She then worked in Nigeria from 1995 and held three senior roles in addition to Lumos: Commissioner for the Ministry of Agriculture, MD of Lafarge Africa Plc (revenues of \$500 million) and CEO Mouka Ltd (Nigeria's largest bed/mattress business). Educated at Imperial College, Harvard Business School and Insead, she holds dual UK/Nigerian citizenship. She has board roles in Nigeria: Board Member of Lagos Business School and of the Renewable Energy Association; and in two PE owned companies (one of which she chairs).



Chika Aghadiuno,
Group Risk Strategy and
Analysis Director, Aviva

Chika joined Aviva 13 years ago in an actuarial role in General Insurance. She now leads risk experts across the Group's global operations and is responsible for assessing risk and maintaining the risk framework across Life, General and Health Insurance, and asset management, and also for challenging the Group's business plan. She is an NED of the MDU (Medical Defence Union), Chair of the Diversity Action Group at the Institute and Faculty of Actuaries, Director of the Aviva Pension Trustees Ltd, and Co-Chair of Aviva's Women's Network. She is a Mentor on the Amos Bursary programme. She was in the Empower Top 100 in 2020.



May Al-Karooni,
Founder and CEO,
Globechain

May founded Globechain in 2015 with the mission to reduce global waste and generate impact. It is an ESG reuse marketplace, which connects enterprises from the construction, retail, medical and office sectors with non-profits, small businesses and people to redistribute unneeded item(s). Its platform allows members to manage and track items, reduce costs, increase transparency and generate ESG data for company reporting. With over 10,000 members, it operates in the UK, Spain, Middle East and New York and redistribution in parts of Africa. May has recently been recognised in Forbes Next 1000 USA in 2021 and Forbes 100 Leading UK Environmentalists in 2020. She previously worked in the investment banking and asset management industry.



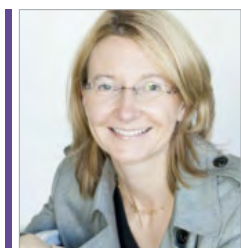
Meena Anand,
NED, ex-MD & Head of HR,
Global Business Services,
Standard Chartered Bank

Meena has held senior HR roles in Barclays, UBS and latterly Standard Chartered, based in London, Singapore and UAE, responsible for the Middle East, Africa, Asia and Europe. Most recently, she oversaw the people transformation of a c.30,000 strong shared service centre across 18 locations and four countries. She champions protecting organisations from employee-related risk by strengthening organisation culture and justice framework. An ex-Board member of City HR (HR trade association), she is now an NED at Central & NW London NHS Foundation Trust and Origin Housing, and a Trustee of Community Schools Trust. She serves as Advisor to *Human Resources Online*, a magazine dedicated to the needs of the Asian HR community and is on the Inspire List (Trustees Unlimited).



Darina Armstrong, MBE,
CEO, Progressive
Building Society

Progressive is Northern Ireland's largest locally owned financial institution, providing a range of savings accounts and mortgages for home ownership. Headquartered in Belfast, it was the first UK Building Society to sign up to The Women in Finance Charter, supporting equality and diversity. Darina was appointed Chief Executive in January 2011, having previously held the role of Finance Director. She is a Chartered Accountant and has a MSc in Executive Leadership. In 2013 she was elected to the UK Council of the Building Societies Association – the first ever female (it was formed in 1869) and the first representative from Northern Ireland. She received her MBE in 2020 for services to economic development in Northern Ireland.



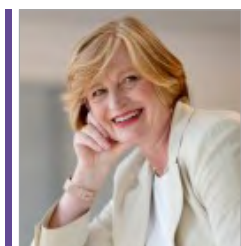
Marie-Anne Aymerich,
latterly Global Executive
VP, Oral Care, Unilever

Marie-Anne has an international background in the consumer and luxury sectors with Unilever and LVMH, leading and growing businesses, and shaping strong brands. For Oral Care (a €2 billion business) she headed a cross-functional team of brand development, R&D, Supply Chain, Finance, HR, Marketing and Digital, across global markets and was a member of the Global Beauty and Personal Care Executive Team. Educated and based in France, she has also worked in Spain and the US. She is an NED of the Pierre Fabre Group (a multinational pharma/dermo-cosmetics company operating in 45 countries) and a member of and investor in Investessor, the leading Business Angel association in France.



Inna Baigozina-Goreli,
VP and Client Partner,
Genpact

Genpact is a global firm which drives innovation and digitally-enabled intelligent operations. Joining in 2019, Inna brought a 25-year background in consulting and profitability transformation, having been a Managing Director at Accenture, a Partner at AT Kearney, and Associate at Bain. She has served global clients in 20+ countries and has deep expertise in energy and process industries (including chemicals). She was a Trustee of the Society of Chemical Industry, has campaigned to inspire young adults to study science (as a board member of Your Life, a business-led organisation) and championed a better gender mix in business (authoring '*The rise of female economy in B2B*'). She has a PhD in Economics from Moscow State University and an MBA from IMD.



Hetti Barkworth-Nanton,
CEO, Ploughshare
Innovations

Ploughshare Innovations is the organisation responsible for the commercialisation of defence and security innovations from across the Ministry of Defence. Hetti joined as CEO in 2020. Her expertise is in leading business-wide transformation across large, complex businesses. As Enterprise Transformation Director at Vodafone UK (2014-20) she led a cross-functional team including sales, PR/communications, customer and commercial solutions design, product delivery, IT, technical and network planning and delivery, HR and finance, across four operating companies, delivering process simplification and digital/AI technical implementation. She had previously held transformation and commercial roles with Openreach, Centrica and British Airways. She was appointed Chair of Refuge in 2020 and has held other voluntary roles.



Stephanie Barton,
Managing Director
EMEA Region,
Qualtrics

Stephanie has been with Qualtrics since January 2021. It is at the forefront of XM (experience management), bringing together brand, product, customer and employee experience to inform decision making. Previously VP Global Accounts EMEA at VMware, she transformed the Global Account business, achieving growth and CXO value engagement across the customer base. She has led constant change and pushed strategic thinking. Her experience spans 28 years within IT sales, starting in Hewlett Packard, before joining Cisco where she held senior leadership positions over a 12-year career, leading diverse teams across Europe, latterly as MD, Cloud Managed Services EMEA. She has been responsible for growing services businesses in retail, automotive, oil and gas distribution and financial services.



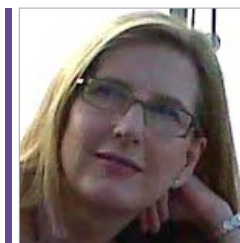
Alison Berryman,
Head of Financial
Services,
John Lewis

Alison has a breadth of financial services experience, across banking, credit cards, fraud, digital banking, product management and project portfolio management. She joined John Lewis in late 2019 from Barclays and earlier Barclaycard, where she had held COO positions. She is a strong diversity advocate and winner of Inspirational Role Model at the LGBT awards and listed within top 40 FT OUTstanding LGBT leaders and has been a British LGBT Awards Judge. She was a member of the Barclays LGBT network and played a key role in Unconscious Bias training sessions deployed to Managing Director and Director populations globally. Alison is a visible role model for colleagues.



Sujata Bhatia,
COO,
Monzo Bank

Sujata joined Monzo in 2020 having spent almost 16 years at American Express. Her most recent position at Amex was Senior Vice President for Global Merchant Services Europe. Previously she was Senior Vice President of Global Strategy and Capabilities, where she led a team of 400 people across 23 global markets. Earlier roles had included leading International Marketing and Insight, Strategy and Business Development. Prior to joining American Express, Sujata was a Strategy Consultant at Bain & Company in London and worked at Goldman Sachs and EY. She holds an MBA in Finance from Wharton and is a Certified Public Accountant. Originally from Boston, Sujata lives in London.



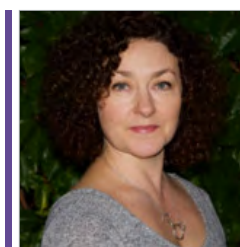
Elaine Birchall,
Group CEO,
SHS Group

The SHS Group, headquartered in Belfast, has a turnover of c.£550 million and has 1,000+ employees. A major presence in the FMCG sector, in UK and international markets, it produces its own brands, distributes well-known brands including Colgate, Nurofen and Dettol, and is the largest supplier of own label herbs and spices in the UK and Ireland. Elaine was appointed CEO in 2015. Prior to this she held management and leadership roles in Europe, the US and South Pacific for Colgate Palmolive and was MD of PZ Cussons UK, and Area Director for PZ Cussons Africa, leading operations in Nigeria, Ghana and Kenya. She is on the Board of Business in the Community, NI and Vice-Chair of CBI NI.



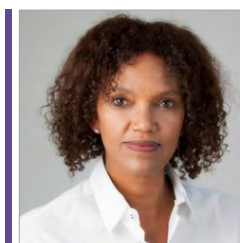
Sharon Blackman, OBE,
Managing Director
and General Counsel,
Citi

An English law qualified Barrister and NY Attorney, Sharon has worked for Citi since 2004. She heads the EMEA legal team covering Currencies, Frontier Markets and Local Market Rates with additional coverage of related e-commerce and fin-tech initiatives, with responsibilities throughout the EMEA region. Sharon has represented Citi at a variety of industry-level committees, most recently as the Citi legal representative on the Bank of England Joint Foreign Exchange legal subcommittee. Sharon sits on Citi's EMEA Legal Diversity Committee and represents EMEA on Citi's Global Legal Diversity Council. As Chair of the Citi EMEA Pro Bono Committee, she accepted the award for In-House Pro Bono Legal Team of the year, Trust Law Awards 2015.



Debbie Bond,
Chief Commercial Officer,
Lovehoney

With multi-channel retail experience (buying, merchandising and operations with the Arcadia Group, Sainsbury, Tesco, and BSkyB), Debbie moved into e-commerce products and services in 2009 with eCommera and then Order Dynamics, responsible for international growth of its decision-intelligence tool, DynamicAction. She joined Lovehoney in 2015, since when overseas sales have grown from £12 million to £56 million, growth recognised this year with the Queen's Award for Enterprise. Based in Bath, it is the UK's largest online retailer of adult sexual wellness products, with eight other websites – for the US, Australia, France, Germany, Spain, EU, Canada, and New Zealand. She is responsible for marketing, buying, merchandising and digital trading.



Elaine Bucknor,
Group CISO, and Group
Technology Director,
Sky Plc

Elaine has responsibility for cyber security, covering information security strategy, governance, risk and compliance and for a core team of technology and other specialists working across 5,000+ people in the Technology Group, to define a technology strategy and operating model, ensuring the development and delivery of Sky's large-scale international technology programmes across broadcast and digital platforms, networks, infrastructure and IT. She previously had over 20 years in operational and strategic technology consultancy roles. She is a key sponsor in Sky's drive to get more women into technology and is an NED of Notting Hill Genesis (Housing Association, 66,000 homes in London/SE) and of ULS Technology Plc.



Natalie Campbell, MBE,
CEO, Belu Water

Natalie was appointed in 2020 to head Belu, a social enterprise serving the UK hospitality sector to fulfil their water requirements with the lowest carbon footprint possible. Belu is an exclusive partner of WaterAid and invests profits in bringing clean water, toilets and hygiene education to the world's poorest communities. As a social entrepreneur, she co-founded A Very Good Company (AVGC), a global social innovation agency (clients included Virgin Media, M&S and Channel 4). As an NED she chaired the Nominet Trust and NCVYS and was on the board of UnLtd, the Foundation for Social Entrepreneurs. She is currently a Civil Service Commissioner and was a board member of the Big Lottery Fund and of LEAP.



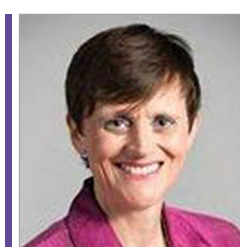
Connie Chan,
Director,
AlixPartners London

Connie graduated and started her career in Hong Kong. She then spent 15 years with Deutsche Bank in Frankfurt, Singapore and latterly London on EMEA and global strategy and change programmes, ultimately heading Group Strategy Development. At AlixPartners she works at board level on identification and implementation of transformational performance turnarounds to improve EBITDA for PE firms and mid-corporates. Her experience includes financial management, organisational rightsizing and sourcing optimisation to deliver significant cost savings. In the financial services industry, she received the 2012 Innovation Award from HR Excellence, and the finalist award for 2012 Future Leader from Women in the City. She is fluent in English, German and Chinese.



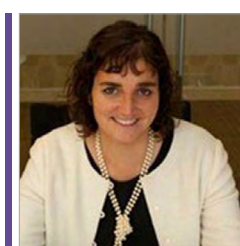
Maggy Chan,
Managing Director, Global
Distribution, BBC Studios

BBC Studios was formed in 2018 by the merger of BBC Studios and BBC Worldwide, creating a company with 22 offices globally and revenue of £1.4 billion. Promoted onto the Executive Committee in 2020, Maggy is responsible for business operations and delivery of business plans within BBC Studios Global Distribution, encompassing international content sales, channels and ancillary businesses. Joining BBC Worldwide in 2008 as Head of Group Reporting, she held senior finance positions, most recently as Commercial Director, Global Markets, accountable for the running of day-to-day operations and all finance activities in Europe, Middle East, Africa, and Asia-Pacific. A Chartered Accountant, she rose to Audit Senior Manager at PwC, specialising in Entertainment and Media clients.



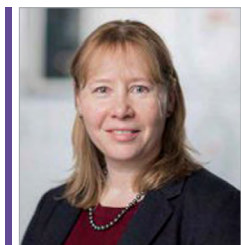
Catherine Chardon,
Managing Director,
RATP Dev London

Catherine has over 25 years' experience in delivering bus and rail services, leading organisations at local, national and global level. Currently responsible for the London United Buses for TfL and for business development in the UK, she was previously CEO North America, leading a major push into that market and has held senior positions in France and Switzerland. She moved to London in 2018 as Business Transformation Director and Chief Digital Officer. She is fluent in French and English. She is a board member for the philanthropic RATP Group Foundation and is a member of the French American Chamber of Commerce where she sits on the Women in Business Committee and is an advisor to the French foreign trade.



Lucinda Charles-Jones,
Group HR Director,
AXA UK & Ireland

On the Management Committee at AXA UK&I and the global HR team since 2015, Lucinda brought 20+ years' Board and Executive Committee experience within multifaceted organisations, in a range of industries, B2B and B2C, in FTSE 100 and 250, CAC40 and private equity. Her expertise is in people, culture, talent, remuneration and business transformation. Her focus during the pandemic has been on "achieving resilience, with better balance, flexibility and well-being" for their people (LC-J, Insurance 2025 Conference). She has previously held senior HR roles at Towergate and the Hays Group, with early experience at RAC. Lucinda is also a board member of Business in the Community, the Prince of Wales's responsible business network.



Dawn Childs,
CEO,
Pure Data Centres Group

Dawn had a sterling career in the RAF being the first woman engineer in several officer posts (ultimately Deputy Chief Engineer at HQ Air Command). Moving into the private sector, she was the first female Head of Engineering at Gatwick and then the first Group Engineer of Merlin Entertainments' global portfolio of over 120 theme parks. She left National Grid, where she was UK Change Director, for her current role in July 2021. She is President of the Women's Engineering Society, Fellow of the Institutes of Mechanical Engineers and of Civil Engineers and a Trustee, WorldSkills UK. She was named one of the UK's Top 50 most influential women engineers (2016) by The Daily Telegraph and Women's Engineering Society.



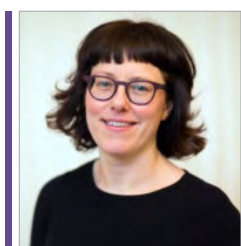
Amanda Clack,
Executive Director –
Head of Strategic
Advisory, CBRE

Amanda is a UK Board and Executive Committee Member of CBRE, the largest global commercial real estate services company. She is the global past president for the RICS, the second female president in its 135-year history. A programme and change expert, she was a partner in EY, as Head of Infrastructure Advisory and previously at PwC, leading the consulting business in the Southeast, and working on real estate and infrastructure. She has been an advisor to the Government, including reporting into No. 10 on bringing high-risk programmes back on track. Among several voluntary roles, she is Senior Adviser, Construction Leadership Council, and Chair of the Trustee Board, University College of Estate Management.



Helen Cooke,
CEO & Founder,
MyPlus

Following a 13-year career with Marks & Spencer and Mars, Helen founded MyPlus in 2006 to help organisations realise new possibilities of recruiting and developing people with disabilities. Three organisations, now under the MyPlus banner, offer specialist training and disability-focused events to employers including Barclays, EY, National Grid, BP, Enterprise Holdings and Linklaters; support young disabled people to find work opportunities, connecting them with employers; and have a Universities' Club offering resources to university staff to support students with disabilities as they transition from education into employment. She is a wheelchair user, and her work was recognised when she was included in the 2018 Shaw Disability 100 Power List. She is a Commissioner for the Disability Commission, set up by the Centre for Social Justice.



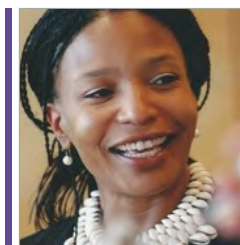
Emily Cox, MBE,
Group Head of Colleague
Relations & Policy,
Lloyds Banking Group

In this role since 2019, focused on retail and commercial financial services, Emily was previously at Virgin Money for eight years, latterly as Director of Public Affairs, and had been Head of Employment Law at Northern Rock. She is a champion of equality in the finance industry (for which she was awarded an MBE), founding member of the Women in Finance Industry Board and co-author of the Treasury Report Empowering Productivity: Harnessing the Talents of Women in Financial Services. She is Deputy Chair of the CBI NE Regional Council and on the Board of The Sage Gateshead and Gentoo, a large housing association in Sunderland. Emily is based between London, Edinburgh and Newcastle-upon-Tyne.



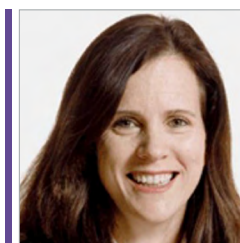
Sharon Doherty,
Chief People & Places
Officer, Finastra

Finastra is "the 3rd largest Fintech in the world", with 10,000 employees. Its objective is to deliver continual innovation and to be an exemplary, truly inclusive employer. Sharon joined in 2019, reporting to the CEO and bringing extensive international experience and a strong record of delivering people transformation and culture change. She had previously been at Vodafone as Global Organisation and People Development Director across 30 markets. She was a driving force behind Vodafone's award-winning diversity and inclusion agenda and was recognised in the 2018 Outstanding Leaders and Allies list. Her previous experience also includes CHRO at Laing O'Rourke and senior HR roles at BAA, General Electric, PwC and Kingfisher.



Norma Dove-Edwin, MBE,
CIO, National Grid

Norma has a deep understanding of the partnership required between the technology and business functions. Prior to joining National Grid in 2020, Norma was the Group CIO and Data Officer at Places for People, where she led a digital transformation. She is a commercial technology leader who had previously spent nine years at BAT, successfully delivering strategic business and technology transformative change with data and analytics at the core. Her earlier career was in Data/Information Consultant roles with BP and Shell. She has a multi-cultural background and has lived in Europe, Asia and Africa. She is a non-executive member of the Operations Committee at Notting Hill Genesis (Housing Association). She has an MBA from Imperial.



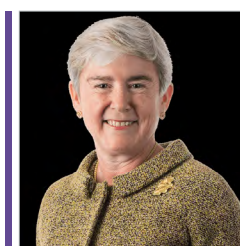
Jennifer Dunstan,
Partner, Head of Fund
Investor Relations UK,
3i

Jennifer heads the Fund Investor Relations team, having been a Partner in the UK Buyouts team and Head of Consumer in the UK. Since joining 3i in June 2005 she co-led 3i's investment in Mayborn and co-led the take-privates of Telecity Group and Redbus to create TelecityRedbus. She had previously spent nine years at Terra Firma Capital Partners and Nomura's Principal Finance Group (PFG), where she was Managing Director. Jennifer started her career as a solicitor for Allen, Allen & Hemsley in Sydney and London, and holds a BA and LLB from the University of Sydney. She is Co-Founder and past Chair of Level 20, supporting women in private equity and a Trustee of The Fred Hallows Foundation UK.



Elizabeth Egan,
President,
Havas Lynx

Elizabeth has a background in FMCG and healthcare. Havas Lynx is a leading healthcare communications group supporting pharmaceutical clients across multiple therapy areas to bring change and improve patient outcomes. Elizabeth has responsibility for the 14 agencies, with 500 employees offering full service communications, in-house digital lab and in-house film studio. She joined from AstraZeneca, where she had been Executive Director Global Strategy & Innovation, spearheading strategy, service design, social media and digital innovation. This followed nine years at Weight Watchers, as VP Emerging Markets, General Manager China and VP International Products (in Europe, Australia and New Zealand). Her career started in the computer games company Electronic Arts. Until recently she was an NED at Silva Homes.



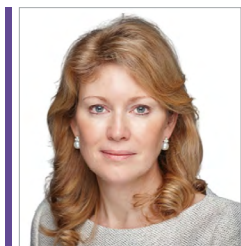
Caroline Firstbrook,
Global COO,
Clifford Chance

In this role since 2015, Caroline is responsible for all non-legal activities, including Facilities, IT, Finance, HR, Business Development and a wide range of business support functions. She sits on the Executive Leadership Group and chairs the Executive Operations Group. She is also Co-Chair of Enable, which aims to allow colleagues with a disability, long-term injury or condition to thrive in the firm. Caroline has an 18-year background in strategy consulting, leading Accenture's European practice and earlier working for Monitor Company in Europe. She also has extensive experience as an entrepreneur, having started up companies in agribusiness, biotech and professional services. She is a board member of Lloyd's Register and of ATC, a touring theatre company.



Dr Nike Folayan, MBE,
Technical Director
UK & India, WSP

Nike is responsible for technical strategic direction and technical growth of communications and control in UK and India for WSP, a Canadian-listed engineering consulting firm providing services to the built and natural environment. She joined eight years ago from Parsons Brinckerhoff, having previously been with Mott MacDonald for seven years as a Communications Engineer. She is the Chair of the Association for Black and Minority Ethnic Engineers which has recently signed a partnership with Mercedes-Benz Grand Prix. She has a number of voluntary roles, including being a Member of the Board of Commissioners on The Hamilton Foundation, a research project set up by Lewis Hamilton.



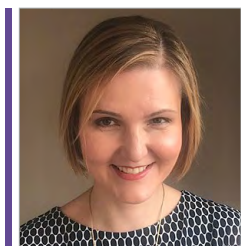
Karen Frank,
Senior MD and Global
Head of Equities, Ontario
Teachers' Pension Plan

Karen joined OTPP in 2020 and leads a team of some 140 globally, which manages \$47 billion in net assets, in a portfolio of private and public companies, plus relationships with private equity funds. Her previous role was as CEO of Barclays Global Private Bank; earlier she had been co-Head of Barclays Financial Sponsor business. Educated in the US, she started her career in private equity in 1992 working in Goldman Sachs' Principal Investment Area in New York and London, followed by AEA Investors and Compass Partners International. She has been based in London for over 20 years. She sits on the Dean's Council for the Harvard Kennedy School of Government.



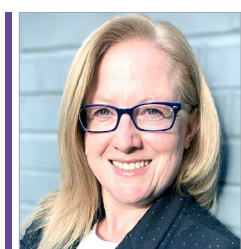
Dr Paula Franklin,
Chief Medical Officer,
Bupa

Paula was appointed Chief Medical Officer in 2019, having held senior medical roles since joining Bupa in 1996. She is the Executive Sponsor for Bupa's global inclusion and diversity agenda, specifically for promoting women and BAME colleagues in leadership. She first studied medicine and worked as a GP in the UK, before studying public health in the US. She holds an MBA from London Business School and an MA in Bioethics and Medical Law. She is a Trustee of the Bupa Foundation and has been named one of the 100 most influential people of African, African Caribbean and African American heritage in the UK.



Dax Grant,
CIO, Global Operations,
HSBC

Focused on digitisation in a data driven world, Dax has worked with FinTechs, technology incubators and international payments organisations to deliver global technologies. CIO of HSBC since September 2019, she had spent 19 months as Director, Service Operations at Macmillan, leading operational functions and technology infrastructure implementation. Progressing through earlier customer-facing positions at Barclaycard, she was Director of Technology and Business Operations for Europe at Visa with accountability for bringing together operational and technology areas of the Visa Inc acquisition. Her personal history, arriving from a humble background in Bosnia with no English, has shaped her drive (UMIST, Cambridge, Cranfield, Harvard) and belief in collaboration and inclusion. She is a Trustee of Charity IT Leaders and on the Advisory Group of the Global CIO Institute.



Dr Charmaine Griffiths,
CEO, British Heart
Foundation

Charmaine is the first female CEO of the BHF and the only charity leader to be honoured as one of the Top 10 UK CEOs (Glassdoor 2021). COO at the internationally influential Institute of Cancer Research for four years, she had held Director roles at the BHF in Communications, Policy and Assurance and Strategy. Returning in February 2020 she was immediately challenged by the pandemic. Their charity shop network (biggest in the UK: 729 shops) lost £40 million but they maintained £52 million in research grants. She has a PhD in Neuroscience from UCL, sits on the boards of the Human Tissue Authority and the European Heart Network, and Chairs the Cranfield Trust. She has been a Governor of the Royal Marsden and a Trustee of Brain Research UK.



Kate Guthrie,
Group Human Resources
Director, Virgin Money
UK Plc

Kate joined CYBG (which acquired Virgin Money in 2018) in 2016, prior to the demerger of the business from National Australia Group and the IPO and listing on the LSE. Now rebranded Virgin Money, she has led on the integration and people agenda. Previous employers include Lloyds Banking Group, Novartis, Diageo and M&S. She is an experienced, highly commercial HR Director with a track record of shaping and delivering strategy, managing mergers and acquisitions, organisational restructurings, culture change, talent development and employee relations. She is a Trustee of Action for Children and the Virgin Money Foundation and was Chair of the Bank of Scotland Foundation. She is based in Edinburgh and works in Glasgow.



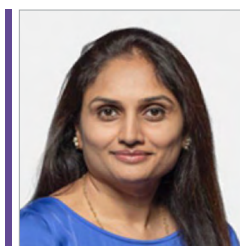
Jayne Haines, MBE,
Senior VP of Talent,
Learning & Organisation,
GSK

Jayne partners with business leaders to deliver productivity improvement and has led a transformational culture change programme across GSK. She leads on the strategic HR agenda, including EDI, post-Covid working, strategic workforce planning and effectiveness, engagement, people data and analytics. Starting in HR in the public sector with the Post Office, she moved sectors to GSK where she progressed through senior HR roles in the Czech Republic, Denmark, Sweden and the UK, before taking on a global remit. Jayne is a Board member of the UK Apprenticeship Delivery Board, an Independent NED on the ACAS Board, a member of the Age Leadership Team at BITC, and Chair of Women in Sport. In 2021 she was awarded an MBE for her services to women's sport.



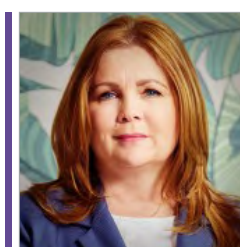
Julie-Ann Haines,
CEO, Principality Building
Society

Julie-Ann worked in the FMCG, Retail and Financial Services sectors, in sales, marketing and technology for Sainsbury's, Reckitt Benckiser and HBOS Cards, before joining Principality in Cardiff in 2007. As Customer Director from 2012 she led the business to deliver a 300% uplift in profit with significant balance sheet growth and was instrumental in negotiating the 10-year partnership with Welsh Rugby Union in creating Principality Stadium. She sat on the group board, audit, risk, operations, and customer and transformation committees. She was appointed CEO in 2020, leading 600 colleagues in cross-functional working and transformational change. She was Chairman of the Council of Mortgage Lenders Cymru for five years, until 2020.



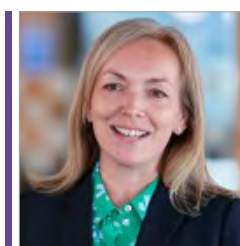
Jasi Halai,
Group Financial Controller
and Operating Officer, 3i

Jasi is responsible for the operational running of the Finance team covering Group financial reporting, including FP&A, investment accounting and valuations, fund reporting, regulatory reporting, reward/carried interest plans and share based plans, providing support to the tax, deal, HR and compliance teams. In her 13-year career at 3i, Jasi has led a number of transformation projects, including setting up an outsourced function in Bangalore and systems implementation across the front, middle and back office to optimise business processes. She has also supported and implemented various change and restructuring programmes. Jasi is an NED and Chair of Audit Committee at Porvair Plc, a member of CIMA and holds an MSc in Investment Management.



Lysa Hardy,
CMO,
Hotel Chocolat

Lysa has over 25 years' experience of marketing roles in the technology and retail sectors. Her core expertise is growing the top line through data-informed and digital marketing. She is currently CMO and Executive Board member at Hotel Chocolat, leading on marketing, customer insight, and all channels including retail, e-commerce and subscription. She has held executive roles at T-Mobile, where she led the marketing workstream for the merger with Orange to form EE, a £2 billion+ business; was Chief Commercial Officer at Holland & Barrett prior to its \$2.3 billion sale to L1; and Chief Customer Officer at Joules. Lysa is a fellow of the Marketing Academy and a School Governor.



Danielle Harmer,
Chief People Officer,
Aviva

Danielle joined Aviva in 2020 to lead Aviva's global People and Culture. She was previously the Chief People Officer at Metro Bank for over seven years when it was consistently recognised as providing market leading service through its unique approach to people and culture. Earlier roles were in HR and business leadership at Halifax, HBOS, Lloyds Banking Group and Barclays. She is a graduate in Economics and Business Economics, a Chartered Fellow of the CIPD and a founding Court Member of the Guild of HR Professionals. She was recognised as one of HR Magazine's "Most Influential Practitioners" in 2016, 2017, 2018 and 2019 and has been named as an FT 'OUTstanding' LGBT+ ally and 'HERoes' female role model.



Sue Hayes,
CEO, Bank GBB

Headquartered in Middlesbrough, GBB is a lender dedicated to providing loans to SME property developers in key underserved UK regions that will support the Levelling Up agenda. Sue joined in 2021, bringing with her three decades in banking, having just completed a one-year contract with the Department of Health and Social Care (on Test and Trace). She had previously led the retail function at challenger bank Aldermore, held executive positions at HBOS and ran retail and business banking at Santander before moving to Barclays where she led business banking. Throughout her career she has championed the customer through innovative products and solutions by placing customer experience at the heart of proposition development.



Dr Rebecca Heaton,
Director of Sustainability,
OVO Energy

Prior to joining OVO Energy this year, Rebecca was Group Head of Climate Change for Drax. She is a recognised thought leader in land use, energy, climate change and ESG, with a wealth of experience working globally at the interface between science, policy and business. She has specialised in land-use and forestry, as well as broader sustainability projects throughout her career in major corporations (Shell, BP), delivering business strategy as well as managing sustainability and stakeholder relations. Rebecca was a member of the Climate Change Committee (CCC) between 2017 and 2021 and is an NED of the Natural Environment Research Council. She was a Member of the Wales Advisory Group for Covid (2020).



Lynda Heywood,
Group Treasurer,
Tesco Plc

Lynda is a FTSE 100 executive with 30 years' experience of retail, real estate and insurance, starting in audit with BDO and moving into treasury. She was Group Treasurer at Kingfisher Plc before joining Tesco in 2016 as one of Tesco's top two women in finance, sitting on the Finance Leadership Team and working alongside the Group CFO. She has a corporate finance, risk, transformation, capital markets, governance and ESG skillset. She focuses on strategic areas of balance-sheet shaping, debt-portfolio management and risk management alongside detailed operations. A treasury management system implementation, and a successful return to the debt markets, were achievements recognised in the Large UK Treasury Team of the Year category at The Treasurer's Deals of the Year Awards 2018.



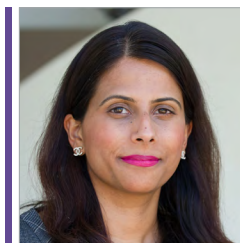
Karen Hewitt,
Co-Founder and Buying
Director, Character.com

Karen and her husband started Character.com in Swansea in 2009. It is now one of the fastest growing companies in Wales, with an annual turnover of more than £50 million. An online retailer, it sells character licensed products, including Harry Potter, Star Wars, Peppa Pig, and own brand, Harry Bear, and exports globally, partnering with Amazon on fulfilment. The first Welsh business to receive support through UK Export Finance's General Export Facility, with a loan for £3 million, they are on a growth strategy. Karen is responsible for the buying team and product development. She had earlier worked as a Press Officer in the Deputy Prime Minister's office in Whitehall but returned to Swansea to start a family.



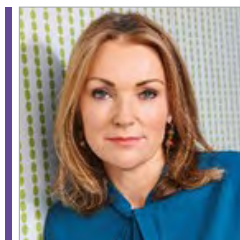
Jane Holbrook,
Chair
Cote Restaurants

Appointed when the Restaurant Group acquired Cote Restaurants, Jane had previously been CEO (and earlier COO and CFO) of Wagamama. She delivered exceptional growth, outperforming the sector and resulting in the business's sale in 2018 to the Restaurant Group, valuing the company at £559 million. During her tenure Wagamama was awarded Top 50 Company to work for on Glassdoor and she was named Top Performing female CEO in 2018. She has in-depth experience in hospitality, developing strong teams and results. She worked as Group CFO directly for Richard Caring, owner of Soho House, and Caprice Holdings. She is an NED at Busy Bees Nurseries and Patron of Southwark charity Bede House Association.



Barinder Hothi,
Co-Founder
& Managing Director,
The Knowledge Academy

Barinder founded this multi-award-winning global edtech business with her husband in 2009. It is now trading internationally, with 15,000 corporate clients, offering 30,000 courses across 1,000 locations in 190 countries. It is 4th in the 2021 Sunday Times Profit Track 100. Barinder's background is in technology, with Microsoft, IBM and Cadence. She is a business mentor with early-stage start-ups to advise on how to accelerate growth. Barinder has previously been recognised by the Financial Times, the Sunday Times and as a regional EY Entrepreneur of the Year. She has won Woman Business Owner of the Year, awarded by the Department of Trade & Industry.



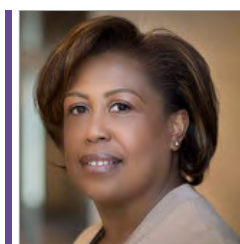
Jay Hunt,
Creative Director,
Worldwide Video,
Europe, Apple

Jay is an Australian-born British television executive leading the growth of Apple's TV video business in Europe. From researcher on BBC Breakfast News, she progressed to Controller of BBC One, served as Director of Programmes at Channel 5 and as Chief Creative Officer of Channel 4. Under her leadership, Channel 4 was named Channel of the Year (2014 Edinburgh International Television Festival) and Broadcast magazine's Channel of the Year in 2016. She is the only person to have led all three channels. She was recognised in the 2013 Women's Hour list of 100 most powerful women in the UK. She is a Governor of the BFI and a mentor to women in TV.



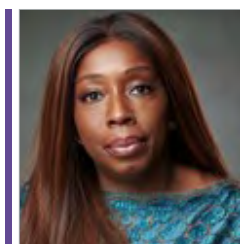
Jane Hurst,
recently Partner,
Restructuring,
KPMG

Jane has 20 years' experience of complex financial and operation restructuring, and turnaround. Joining KPMG in audit, she progressed to Partner seven years ago. She opted to leave when the firm sold its restructuring business this year to a PE-backed vehicle. She has worked in a range of businesses: manufacturing, defence, consumer, retail, insurance and banking. She had team leadership responsibilities and completed several secondments to organisations as diverse as Smiths Industries, NHS Trusts, a global advertising agency, and an international automotive company. She is accustomed to reporting to a range of stakeholders: board, regulators, lenders. She is a co-opted member on the Audit & Risk Committee, Royal Parks.



Pamela Hutchinson,
Global Head of
Diversity & Inclusion,
Bloomberg LP

A member of the Executive Leadership, Pamela leads the company's global diversity and inclusion initiative, collaborating across HR and the business to deliver objectives and solutions to promote and progress diversity and inclusion. She has been instrumental in establishing ethnic diversity as an imperative across the City (with firms including Barclays, Deutsche Bank, Goldman Sachs and Northern Trust), whilst being a visible and vocal campaigner for equality. Accolades include European Head of Diversity of the Year and inclusion in every Power List of Britain's most influential people of African and African Caribbean heritage. Pamela is on the Council, Employers' Board at the Global Institute for Women's Leadership at KCL, the Board of Advisors at Catalyst and of a mental health charity.



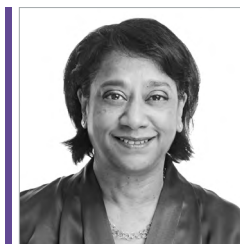
Yvonne Ike,
Managing Director & Head
of Sub-Saharan Africa
(Ex-RSA), Bank of America

After 15 years at JP Morgan, Yvonne joined BoA in 2014, establishing it as a leader in providing international financial services in the Sub-Saharan Africa region. Passionate about actively contributing to Africa's development, in 2017 she founded Adara Foundation, an NGO that focuses on women, education and entrepreneurship in Africa. She sits on the Global Advisory Council of Oxford University Business School and has received many international awards: recognised by the Queen as one of the top 200 businesswomen in the UK to make a significant impact in society, cited in the Top 100 Women CEOs in Africa in 2019, and in the Black Power List 2021.



Catherine Johnson,
Group General Counsel,
LSEG (London Stock
Exchange Group)

Catherine manages an international team of lawyers and compliance professionals and advises the Board and other Senior Executives on key legal and compliance issues and strategic initiatives. She is a member of the Group's Executive Committee and the Chair of FTSE International Limited. Catherine joined LSEG in 1996. She has led on major corporate transactions, including the recent Refinitiv-LSEG transaction, and held responsibilities including Group General Counsel and Group Compliance, Head of Legal and Head of Market Supervision, and Head of Regulation Strategy. She holds a law and economics degree from Kings College, Cambridge and qualified at Herbert Smith in 1993 in its corporate division.



Tanya Joseph,
Managing Director,
Corporate Affairs +
Advisory, Hill + Knowlton

Tanya's practice encompasses corporate and public affairs, issues and crisis management, internal communications, the H+K behaviour change and diversity/inclusion teams. She has worked for the private, public and NGO sectors. She was Press Secretary to Prime Minister, Tony Blair, for over four years. She then moved between in-house and consultancy roles supporting organisations including Fujitsu, Mars, the DWP, Sport England (where she was the architect of This Girl Can campaign), Nationwide Building Society, Tesco, Lloyds Banking Group and the BBC. A South African by birth, she has lived and worked in Paris, Pakistan and Hong Kong. A graduate of LSE, she sits on the board of Liberty, the Thomson Foundation, London Sport and the London Philharmonic Orchestra.



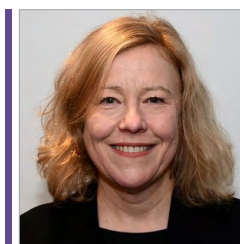
Hanna Kam,
Group Chief Risk Officer,
Hiscox Ltd

Hanna joined Hiscox in 2015 as Chief Risk Officer for the Group. She leads the team of risk and compliance experts and has Group-wide responsibility for Hiscox's enterprise risk management and compliance framework internationally. She is on the Board of Hiscox Syndicates Ltd. She joined from EY's Risk and Actuarial Services Team where she had been involved in a range of international insurance projects, leading large teams as well as acting as Lloyd's Syndicate actuary, Head of Capital, Head of Risk and Chief Risk Officer for various clients. Prior to her consultancy work, she spent four years with Zurich Financial Services in Australia.



Fenil Khiroya,
Head of Human
Resources, UK, Standard
Chartered Bank

Fenil is the UK Head of Human Resources for Standard Chartered Bank and the Chair of the Europe D&I Council. She led the UK HR team through their transformation journey and plays a key role in delivering the People agenda and leading the D&I agenda across Europe. With over 25 years' experience working within Financial Services, she is also a board member of City HR, Chair of the EDI Ethnicity Taskforce and on the D&I working group for the Financial Services Skills Commission. Fenil was listed on the EMpower Top 100 Ethnic Minority Executive Role Models list in 2016 and 2020.



Joanna Killian,
CEO, Surrey County
Council

Joanna has deep experience in delivering transformational change, cost reduction, governance and service improvement in the public sector. She is known for her innovative approach to public sector reform. She implemented the first social impact bond in local government, developed a community budgets approach to public service delivery, as well as designing creative models to achieve community resilience and social value. She took on her current role in 2018, joining from KPMG, where she was a Partner and Head of Local Government and Devolution, having earlier been CEO of Essex County Council. She has been an NED at London and Quadrant Housing and Chairperson of SOLACE, is currently a Trustee at Nesta and new Chair of St Mungo's.



Marion King,
Director of Payments,
NatWest Group

Marion joined RBS from Mastercard, where she was President UK&I. Previously, as CEO of Vocalink (2002-2012), a specialist payments partner to banks, corporate partners and government departments, she led 1,000 staff and achieved €200 million turnover, through transformation and regulatory initiatives. In 2000 Marion had founded PeoplePC Europe for the US parent company (providing IT solutions for remote e-commuting employees) which she successfully sold to a UK supply chain operator. She earlier gained extensive Asia experience with Reuters, as MD, East Asia Division in 1997 and subsequently MD, Global Transaction Services. She is recognised and has won awards for driving growth through innovation, change and strong people leadership. She is an NED of the government-owned Low Carbon Contracts Company and Trustee of the MS Society.



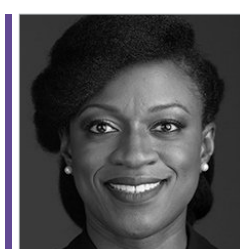
Charlotte Knowles,
Managing Director, TPP
(The Phoenix Partnership)

TPP is a leading global provider of healthcare technology. Founded in Leeds in 1997, with a vision to create connected healthcare, its core product, SystemOne, is now used by 7,600 NHS organisations, hosting over 50 million patient records in the UK. Airmid helps individuals control their own health and OpenSAFELY is the largest platform in the world for Covid-19 research. With Master's degrees in mathematics and computer sciences, Charlotte became a software developer. Inspired by the founder's vision, she joined TPP in 2001, becoming a Director in 2003. She has played a key operational and strategic role, from product development to system deployment. TPP has had world-firsts, e.g., in shared care technology and data-driven AI for early cancer diagnosis.



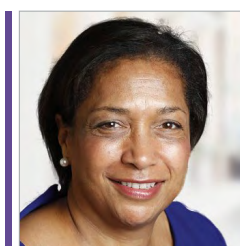
Claudia Kock,
CFO/COO,
RealVNC

With graduate and postgraduate qualifications in Germany, Claudia's early career in Frankfurt was with Arthur Andersen, Dresdner Bank and Salomon Smith Barney. Then followed 12 years with Allianz, in senior European finance roles. During her finance career she became passionate about driving transformational change in established global organisations and now projects her experience into mid-stage tech start-ups. Moving into the tech space in 2014, she works extensively with scale-up tech businesses as interim COO/CFO. This is her role at Cambridge-based RealVNC, a multi-award-winning global secure-access company, with its technology in over 90,000 organisations and VNC Connect trusted by the likes of Google and NASA.



Tara Lajumoke,
Managing Director,
FT Strategies

In 2020 Tara became Managing Director of FT Strategies ("helping organisations build successful digital business models"), having worked at McKinsey's London office for eight years, following an MBA at Harvard (Fulbright Scholar). She had previously been at Goldman Sachs in Europe, the Middle East, Africa and the US. She has over 15 years' experience serving clients across multiple sectors on strategy, digital and transformation, and is passionate about driving sustained organisational performance at the intersection of strategy, digital and innovation. She serves on the board of The Bureau of Investigative Journalism. She is also recognised in the 2021 Black Power List.



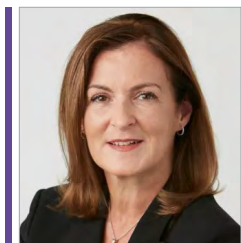
Carol Lake,
JP Morgan, MD for
Corporate Responsibility
for International Markets

Carol has held senior positions in major corporations including BT and Cable & Wireless. Joining JPM in 2020 she supervises philanthropic activities in 36 countries and promotes a CSR culture in staff outside the US. On the Operating Committee of the JPM Chase Foundation, she has sat on four art organisation boards, creating social capital for marginalised communities. She has been a Governor of UCL and is a Trustee of the Clore Leadership programme. National Advisory roles include the DoF's Children's Plan; Equalities Review Panel; and Race Disparity Audit Advisory Group. She has appeared on the PowerList Top 100, Top 100 BAME Leaders in Business, and Black British Business Awards (2016: Leader of the Year, Financial Services).



Sarah Lavan,
Partner, People Advisory
Services, EY

Sarah has worked in global mobility throughout her career, helping clients look at people as part of an integrated business strategy to build better businesses through transformational change and agile deployment/mobility of the workforce. Clients have ranged from large global multinationals to start-ups across a variety of industry sectors. Growing up in Holland, she studied law at Reading University. To fund her barrister pupillage, she joined KPMG and stayed as a Tax Consultant. By 2011, now at Deloitte, she was managing a team of 55 and was a role model for flexible working combined with motherhood (three children) and promotion to Partner. She joined EY's Reading office in 2015.



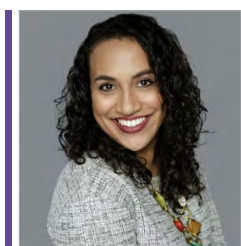
Jane Lawrie,
Global Head of Corporate
Affairs, KPMG International

Jane is an experienced communicator and strategic adviser to CEOs, stewarding business decisions to protect and shape reputation. She has worked for global brands including Coca-Cola and Diageo, and fronted developments in policy decisions to digital investments. She joined KPMG in 2019 from Tesco, where she had been on the Executive Committee and led the Group Communications function through the company's turnaround including the acquisition of Booker. She also led the Board Corporate Responsibility Committee and established a new sustainability programme, The Little Helps Plan. Jane was recognised as PR Week's No1 Corporate Communicator in 2018 and received the Individual Achievement SABRE Award this year. She sits on the Cass Global Women's Leadership Council.



Catherine Lewis La Torre,
CEO,
British Business Bank

Catherine's career is in venture capital and private equity fund management. She became CEO of this state-owned economic development bank in 2020, having held the position of CEO of the Bank's two commercial subsidiaries, British Business Investments and British Patient Capital. The aim of the bank is to increase the supply of credit to small and medium sized businesses, for which the pandemic caused an increase in demand. Prior to 2016 she had managed global portfolios of private capital investments on behalf of UK pension funds, was a founding partner of a fund-of-funds manager and established a consultancy business in Switzerland advising Sovereign Wealth Funds and institutional investors. She is a Board member of the ICAEW Corporate Finance Faculty.



Christina Liciaga,
Head of Customer & Products
for Europe and CIIOM (Channel
Islands and Isle of Man), HSBC

Christina is responsible for retail and wealth products and customer engagement. Since joining the Bank in 2009, she has held several roles at global, regional and country level in Latin America, Asia and the UK, including as Head of Protect Customer Journeys UK, Head of Customer Service UK and Head of High Net Worth Distribution. Previously, Christina was a strategic consultant leading change from a people first perspective in frontier markets. She has been recognised as a Top Customer Experience Professional in the UK (2020); Top 100 EMpower Ethnic Minority Leader; Top 100 BAME Leaders in Business in UK. She is on the board of JUSTICE (human rights).



Tamara Littleton,
Founder of The Social
Element

Tamara founded eModeration in 2002, helping clients build online communities two years before Facebook began. The London-based company gathered momentum as a specialist social media agency and from the start she took a global outlook, working with big brands such as American Express, Diageo and Peloton. It was rebranded as The Social Element in 2017, employing 300 people (a mix of staff, freelancers and people working remotely). Sales hit £9.2 million in 2019. She is a mentor to female entrepreneurs, working with the Dell Women's Entrepreneurs Network, with an international community and to Series Q, which supports LGBTQ+ entrepreneurs in starting and growing businesses.



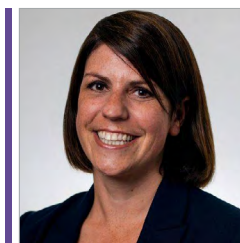
Jill Lucas,
NED NS&I
Curtis Bank

Jill is an experienced business leader and has spent all her career in technology, most recently involved in technology transformation at Unilever, prior to which she served as Chief Technology Officer at Towergate Insurance and Belron International (world leader in vehicle glass repair). In her early career she undertook technology roles at Reuters, Barclays and Sainsburys. She is now an NED for NS&I, the UK government-owned savings bank and joined the Board of Curtis Bank (one of the UK's leading SIPP providers) in January 2021. She is also Chair of Dunstan Thomas, the FinTech provider acquired by Curtis Banks in August 2020. She has just completed her terms as a Trustee and Chair of Gene People.



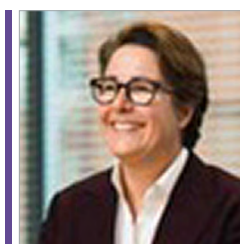
Becky Lumlock,
Group Transformation
Director, Network Rail

Becky joined Network Rail in 2016 as Route MD for Wessex Region. In 2018 she took on her current strategic role reporting to the CEO, taking the 40,000+ organisation through large transformation, re-organisation and restructuring. Previously she had 20 years of experience in oil and gas companies, briefly as MD of Shell's Dragon LNG in Wales, following a 19-year career with BG Group, with whom she was based internationally on assignments in Trinidad (Deputy President or COO), Egypt (Vice President) and Australia (Vice President). Whilst based in Australia, she was named by the Australian Financial Review & Westpac Bank as one of the country's Top 100 Most Influential Women.



Claire Mann,
CEO,
South Western Railway

Claire took up this role in 2021, with the challenge of delivering SWR's £1.2 billion programme to transform the railway, with the roll out of the new Arterio fleet and Island Line transformation both set to be delivered this year. She began her career in transport as a customer service assistant and then a train driver for Heathrow Express and has since held a number of senior leadership roles in organisations, including the Docklands Light Railway, Arriva Trains, First Great Western (now GWR) and London Overground. Most recently, Claire moved within TfL to become Director of Bus Operations, where she was responsible for the day-to-day delivery of the capital's 9,200-strong bus fleet.



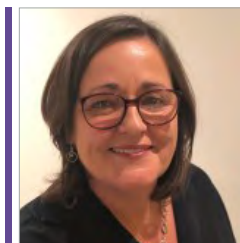
Siobhan Martin,
Global Leader Culture,
Leadership & Talent,
Aegon Asset Management

Based in Edinburgh since 2020 with Aegon, the global investor managing \$475 billion of assets, Siobhan has overseen a major organisational restructure, from European set-up to global HR framework and heads up its inclusive leadership programme. After graduating from Monash with a PhD in Forensic Psychology, she had a 20-year career with consultants Cap Gemini EY and then Mercer. She has had a number of voluntary roles, including the Market Development Board of the Institute and Faculty of Actuaries, the Lord Mayor's Charitable Foundation, and the Advisory Board of the global Professional Women's Network. She has been recognised as one of the top 10 global LGBT executives by the Financial Times.



Catherine McDermott,
CEO,
Reframe

An engineer with a passion for enabling health/tech businesses to scale services and products, Catherine also brings a strong commercial background delivering world class business change programmes. She initially worked in operations and supply chain with Amazon and Circle Health. She has since bolstered her experience in the health technology sector as Chief Digital Officer at pharmaceuticals company McKesson (including Lloyds Pharmacy), responsible for the e-commerce platforms (LP.com, On-Line Doctor) and as CEO of cancer data platform Repositiv. In 2020 she led the Covid-19 response for NHS Property Services. Joining Reframe in February 2021, her focus is to expand their position in the digital health space, transforming the way individuals experience health care.



Alison McFadyen,
Group Head, Internal Audit,
Standard Chartered Bank

With a wide-ranging career in the banking industry, Alison joined Standard Chartered in 1999. She has subsequently held several senior leadership roles, including CEO Jersey and Group Head, US Supervisory Remediation Programme (based in New York). On the SC Global D&I Council, she plays a key role in driving LGBT+ inclusion, as a core driver to empower the diversity of colleagues, assisting in launching LGBT+ Employee Resource Groups internationally, contributing to toolkits on transgender inclusion and raising awareness of unconscious bias in decision making across all strands of diversity. She is a Trustee of GiveOut, a charity supporting the global struggle for human rights of LGBTQI people.



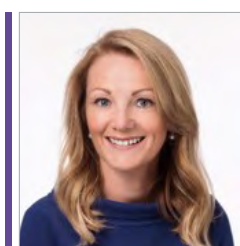
Dame Clare Moriarty,
CEO,
Citizens Advice Bureau

Clare has operated at senior levels in Government, across health, transport and infrastructure, the environment and sustainability, and European policy. She was Permanent Secretary of DEFRA and latterly of the Department for Exiting the European Union, which she had to close on Brexit, when she opted to leave the Civil Service. She has managed budgets of £15 billion, large delivery operations, major commercial contracts, infrastructure projects, corporate services and an applied research institute. Described as “a refreshingly open and modern change agent”, she is committed to diversity and inclusion and was the first CS “faith and belief champion”. She was made a Dame Commander of the Order of the Bath in 2020, is a qualified accountant, chaired the Covid-19 Impact Enquiry and was the government’s Representative attending the TfL Board.



Angela Morrison,
COO,
Cancer Research UK

Angela joined CRUK (income in pandemic year £582 million) in April 2021 in the new role of COO. She has served on the Executive Board of FTSE companies, as CIO of ASDA, Sainsbury’s and Direct Line and was latterly Retail, Technology and Supply Chain Director of Debenhams. She was also European Strategy Director for Walmart. Her experience is in turnarounds and business transformation, involving managed risk, which is a key priority for the charity’s successful future. She has run complex operations, including rebuilding Sainsbury’s Technology function, saving £100 million within 18 months and initiating the new technology function to support the IPO of Direct Line from RBS. She is an NED for HM Land Registry where she sits on their Audit Committee.



Karen Morton,
Portfolio

Karen’s career spans multinationals (Dell, British Airways and Eircom) and fast growth start-ups (Monster.com). She most recently spent 10 years at Dell Financial Services where she was Chief Marketing Officer. Her areas of expertise include Marketing, Communications, Social/Digital, Strategy and General Commercial. She led the Dell Women’s Network for three years and sat on the Connecting Women in IT Committee in Dublin. She is now building a portfolio and currently has NED roles with Water Safety Ireland, DAA (previously Dublin Airport Authority, a commercial semi-state company) and the Irish Chamber Orchestra. She lives in Dublin.



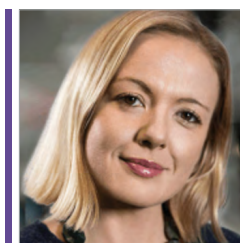
Maya Moufarek,
Founder,
Marketing Cube

Maya founded Marketing Cube in 2019, partnering with founders and CEOs of start-ups and scale-ups, to define and implement their growth path and marketing strategy. She is also an Antler VC Advisor. Previous roles spanned marketing, product and partnerships, including five years at Google in the US and Moscow, where she was a founder member of the Google EMEA Emerging Markets Team. She has worked in the digital space with notonthehighstreet.com, American Express and then Chemist Direct. Her last in-house executive role (until 2019) was as CMO with Pharmacy2U Ltd, advancing the digitisation of repeat prescriptions. The 5-fold revenue growth was recognised in awards (Amazon Growing Business and Sunday Times Techtrack 100). She speaks French and Russian.



Amanda Nelson,
CEO & Chair,
Vodafone Hungary

Starting as an Audit Trainee with Deloitte, Amanda has spent the last 20 years with Vodafone, working in Chief Finance, Commercial and CEO roles. Her experience extends globally, from Vodafone Group in the UK, to Japan, New Zealand, the Netherlands, Malta and Hungary. She became CEO in Hungary in January 2018 and Chairman of the Board since May 2019. In August 2019 Vodafone acquired Liberty Global's UPC business in Hungary and she has been leading the integration. The business now has an income of €700 million, with 2,700 employees, and three million customers. She is proud that it supports the digital education of Hungarians with Digital Schools and Foundation programmes.



Kate Newhouse,
Chief Operating Officer,
Kooth Plc

Kate joined Kooth as COO in 2020, the UK's largest digital mental healthcare provider to over 6.5 million people. She also recently supported the Covid-19 task force efforts, leading a work-stream within NHSX. Previously CEO at Blenheim Chalcot, supporting ventures from start-up to scale to exit, and CEO of Doctor Care Anywhere, she had a 10-year career in consulting with Roland Berger, Tribal, and independently, specialising in service design and delivery, digital transformation and customer insight. Kate has received three awards: Disruptor of the Year 2016, Innovator of the Year 2017 at Everywoman Women in Technology, and one of the 100 Most Influential in UK India Relations in the Tech Queen Category 2019.



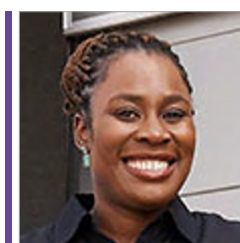
Dr Rachel O'Connell,
Founder & CEO,
TrustElevate.com

Rachel launched TrustElevate.com, a Child Age Verification and Parental Consent service in 2017, having founded TrustElevate, a consultancy for tech companies, in 2012. She had previously been VP, AOL, Chief Security Officer for BeBo (the fifth employee, she was instrumental in its growth, managing pan-Europe teams; acquired by AOL in 2008 for \$850 million). As a data protection expert, she is an authority on electronic identification and age verification and authored the BSI PAS1296 Age Checking Code of Practice. In 2000 she set up the Cyberspace Research Unit at the University of Central Lancashire, creating the first UK Internet Safety Centre (2000-2006) with European Commission funding. Her PhD examined the implications of online paedophile activity for investigative strategies.



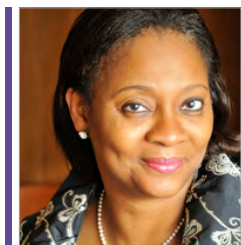
Ebele Okobi,
Public Policy Director,
Africa, Middle East
& Turkey, Facebook

Ebele moved to the UK seven years ago to join Facebook. She had previously worked for Yahoo for six years, in California, as the Global Head and Senior Legal Director, Human Rights. Her earlier role had been with Nike, based in their EMEA headquarters in The Netherlands, with responsibility for Sub-Saharan Africa (business strategy, CSR, retail and digital branding). As a psychology graduate, she qualified in law at Columbia and started her career as an Attorney in the US. She now holds an MBA from HEC Paris and is a Trustee of The Young Vic, an Independent Member of Council, City University and an Advisory Council Member of The Africa Soft Power Project.



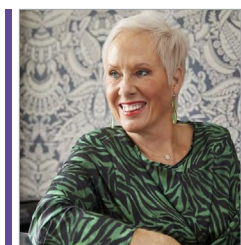
Eghosa Oriakhi Mabhena,
Formerly CEO,
Puma Energy, Africa

Eghosa has 17 years' experience in the energy business. She joined Puma Energy, a global energy business supplying, storing and distributing petroleum products in 48 countries, to run the 18 operations in Africa in 2019. Previously an Executive Director at Baker Hughes, a GE Company, she had led business units in Europe, Africa, Russia Caspian, Middle East and Asia Pacific. She also spent nine years at Schlumberger, in Europe and North America. She had moved to the UK (to where she has now relocated) at 16 and is a UCL postgraduate in Mechanical Engineering. She was recently named by Reset Global People in its Top 100 Women CEOs in Africa. She is the founder of AWEinEnergy, focused on getting more women into CEO/C-Suite positions in the industry.



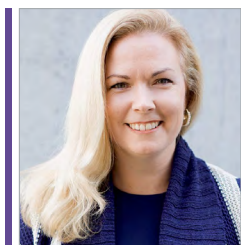
Arunma Oteh,
Saïd Business School,
ex-Treasurer, World Bank

Arunma is an Academic Scholar at St Antony's College and an Executive-in-Residence at Saïd Business School, Oxford. She was previously VP and Treasurer of the World Bank (2015-8), where she led a team managing assets totalling \$200 billion for the World Bank Group and 60 Central Banks. Other roles in Nigeria included Director General, Securities and Exchange Commission, and Group VP and Group Treasurer, African Development Bank Group. She is a member of the London Stock Exchange Africa Advisory Group. Previous board roles include the International Organisation of Securities Commission and the World Economic Forum Agenda Council on Institutional Governance. In 2020 she was named in Powerlist's Top 100 people of Black Heritage in the UK and Forbes Africa's 50 most influential African women.



Ruth Owen, OBE,
CEO,
Leonard Cheshire

A wheelchair user from age seven, Ruth is a leading advocate of disabled people's rights and was awarded an OBE in 2012 in recognition of her services to disabled children and young people. She joined Leonard Cheshire (2019/20 income of £151 million) in 2021 from Whizz-Kidz, which she grew to become the biggest provider outside the NHS of powered and light weight manual wheelchairs for disabled children. With an earlier career in the private sector, in technologies and eventually running her own IT company, she is an NED of Motability Operations Group Plc, a member of The Lord Mayor of London's EDI Advisory Group and appointed by The Office for Disability Issues (DWP), Chair of Greater London Regional Stakeholder Network.



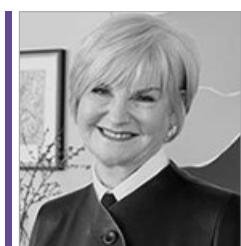
Zoe Peden,
Investment Manager
UK & Northern Europe,
Ananda Impact Ventures

Zoe is a tech entrepreneur, developing products and services across healthcare, education, and social care. Having established her reputation as founder of MyChoicePad, launched in 2011 (which has helped 150,000+ users to communicate) she founded FutureWorld VC and is now also a VC investor with Ananda, seeking start-up software-based ventures, focusing on femtech, online safety, sustainability, biodiversity and earth intelligence. Achievements include Elle Magazine UK Female Social Entrepreneur of the Year, Finalist Global Mobile Awards, BAA Female led investment of the Year, BT Connected Society Award and Big Venture Challenge Winner. She is a Visiting Lecturer at Cass Business School, Jury Panel Member, European Innovation Council and SMEs Executive Agency, and a Trustee of KIDS.



Victoria Pile,
VP, Chief HR Systems
& Compliance Officer,
Capgemini

Victoria has over 20 years' experience in technology, transformation and HR Leadership roles. At Capgemini for 17 years, she now has dual responsibilities as Group Head of HR Systems and leading on HR Shared Services and Transformation. The firm, a multinational information technology services and consulting company headquartered in France, has around 9,000 people in the UK and more than 270,000 globally. Her focus is on leading digitally-enabled transformational change and her passion lies in creating sustainable, technology-enabled change which enhances the employee experience whilst simplifying the delivery of HR services. She graduated in law.



Anne Pitcher,
Group MD,
Selfridges & Co

Anne was promoted into this role in 2018, becoming a Director of nine Selfridges companies. She is responsible for the Selfridges UK estate, Ireland's luxury stores Brown Thomas & Arnotts, Holt Renfrew in Canada, de Bijenkorf in the Netherlands and online operations. She joined Selfridges in 2011 as MD UK from Harvey Nichols, where she was Buying and Merchandising Director, having started as a Trainee with Harrods and worked her way up. She received the Veuve Clicquot Bold Woman 2020 award, being recognised as one of the retail sector's most forward-thinking leaders, setting industry standards in sustainability, customer experiences, innovation and playing a transformative role in defining the UK's luxury retail landscape.



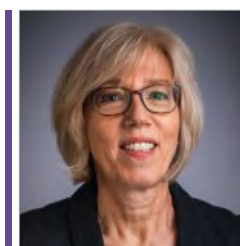
Caroline Rainbird,
CEO, Financial Services
Compensation Scheme
(FSCS)

Caroline has faced increasing demand for compensation during the pandemic, necessitating increased industry levies, both calling upon her expertise. Joining in 2019, she brought a wealth of experience in financial services, encompassing senior regulatory, strategic, commercial, operational, investment banking and client-led roles. Most recently at RBS she was MD of Regulatory Affairs, having been Director of their Corporate Services Division. She had earlier worked at ABN AMRO, in leadership and transactional roles within Group Shared Services, Finance, Change Management and Structured Finance. She was a short-term NED of Portsmouth Historic Dockyard and of The 2% Club, working to solve the underrepresentation of women in senior positions in corporate UK.



Cindy Rampersaud,
SVP BTEC &
Apprenticeships,
Pearson Plc

Qualifying with BDO, Cindy built a successful finance career with Ladbroke's, Virgin, Warner Brothers and finally as VP Finance at EMI Music before following her passion for Further Education, becoming Deputy Principal at City and Islington College and then as Deputy FE Commissioner with the Department of Education. The opportunity to make education accessible led to her current divisional leadership role, responsible for developing and managing Pearson's portfolio of technical, vocational and apprenticeship qualifications. She Co-Chairs Pearson's Diversity and Inclusion taskforce and was on the 2020 EMPower Involve Top 100 BAME Inspirational role models list. She is an NED at Sage Housing, a board member of UK-ASEAN Business Council and a London Film School governor.



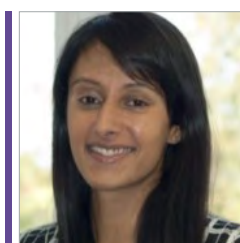
Elke Reichart,
Chief Digital Officer,
TUI Group, & CEO,
TUI InfoTec

Elke has 29 years' experience in the IT industry and specialises in driving large-scale business transformations on a global scale. In her current role she is responsible for group-wide IT solutions and implementation. Prior to TUI, she worked for Hewlett Packard in senior technology and sales teams in Europe and Silicon Valley. She has received accolades; named in the Inspiring Fifty DACH Awards for women in the technology industry, and a winner of CIO of the Year in 2019. She has recently joined the Supervisory Boards of SUSE and Bechtle and become an NED of the Esure (insurance) Group. She speaks English, French, German, Portuguese and Spanish.



Cecilia Ronan,
CEO Citibank Europe
Plc (CEP), & Citi Country
Officer Ireland

CEP, an Irish-regulated bank headquartered in Dublin, has a diversified international product base with close to 10,000 people across 22 countries. Cecilia was appointed CEO in 2020, responsible for the strategy, governance, risk and financial management, and conduct and culture. In 2018 she had been made Citi Country Officer for the Citi Ireland Franchise, which employs 2,500 people and offers a broad range of financial services. She joined Citi in 2000 and earlier roles included Chief Administrative Officer (CAO) of CEP, CAO of Citi Ireland and Head of Citi Service Centre Ireland. She spent much of her school years in Africa but is described as a "Limerick native" and studied law in University College Dublin.



Parv Sangera,
MD,
The Bathroom Showroom,
Travis Perkins Plc

Parv's career started as a Financial Analyst at Ford Motor Co. and then Sony, during which she gained CIMA qualifications. In 2011, she became a Senior Consultant, Strategy & Transformation at IBM Global Business Services, before joining Travis Perkins in 2016. Initially in Finance management, she progressed into Operational roles and has spearheaded business transformation, introduced new products, established governance protocols and led multiple teams. In her current role, she has P&L responsibility for 250 branches (for both trade and homeowners), driving margin growth, and developing a new consumer strategy and customer journey, involving new approaches in the online offering, sales activity and improved range proposition.



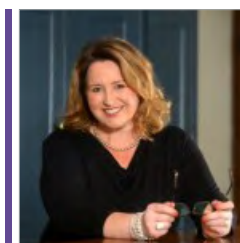
Anjana Srinivasan,
COO for Global Marketing,
HSBC

Anjana has 20 years of international executive experience in global financial services. She rose through roles in operations, quality assurance, internal control and global risk management. In her current role as the COO for Global Marketing, she is leading a flagship transformation to embed data-driven solutions for marketing effectiveness worldwide. She has played a pivotal role in driving business performance, operational effectiveness and organisational culture and delivering transformation programmes. A trained accountant with an early career in practice in India, she joined HSBC in India and worked in Hong Kong before moving to London. She brings experience in front-to-back business operations.



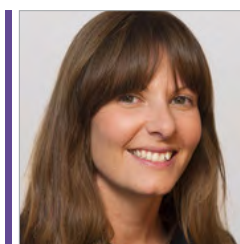
Giselle Stewart, OBE,
Director of UK Corporate
Affairs, Ubisoft

A manager in the NHS before studying for an MBA at Durham University, Giselle joined Newcastle games studio Reflections as General Manager in 1996. She managed it through the transition of becoming publisher-owned (integrating with GT Interactive and Infogrames/Atari) and in 2006, being acquired by French publishing giant Ubisoft. Headcount has risen from 75 to 550+ in the Northeast. Her OBE in 2016 was for services to the games industry in the NE. She is passionate about improving tech talent and diversity in the gaming sector. Giselle holds Advisory Board positions (KCL's Institute of Industrial Strategy, Arts & Humanities Research Council, Durham University and NextGen Skills Academy) and has been heavily involved in Newcastle's NE Futures UTC.



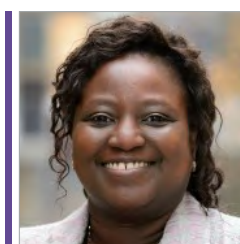
Joanna Swash,
Group CEO,
Moneypenny

Joanna was recruited 16 years ago by the co-founders of Wrexham-based Moneypenny as their first salesperson. She has been instrumental in growing the business, now international, with 1,000+ employees across continents and turnover of £50 million in 2020. The firm manages 20 million+ customer communications for over 21,000 UK and US businesses, providing Live Chat, Telephone Answering Services and Digital and Outsourced Switchboards. Its latest innovations help clients deal with remote working. In 2018, it secured PE investment and made several UK and US acquisitions. It ranked 15 in the Sunday Times Profit Track 100 and Joanna was named Management Today's 2021 CEO of the Year. She is a member of Forbes Business Council.



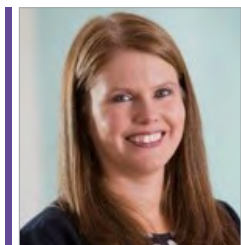
Jaime Swindle,
Managing Director
of Networks
Bravo Networks UK

Jaime's key focus at Bravo Networks is to create innovative value propositions for her broker members. Having started her insurance journey as an apprentice at a small independent broker, Jaime has a clear strategic vision combined with a firm understanding of the day-to-day challenges faced by brokers. Her career has seen Jaime drive transformation programmes and develop enviable product portfolios that have made a lasting impact. Jaime ran eCommerce development across Europe for ACE European Group; and at NIG she successfully spearheaded an eTrade strategy and established the National Trading Centre for all network and growth brokers.



Elizabeth Theophille,
Chief Technology
Transformation Officer,
Novartis

Elizabeth is an international technology professional with a strong track record of using technology to transform how the business operates, building data and advanced analytics platforms. She joined Novartis in Basel in 2016, at "an amazing time for the digital transformation of health care" (Theophille). She is focused on the implementation of data and digital initiatives in IT and operational simplification programmes. She had previously worked at Nokia in Paris, ultimately as Group CIO, BP International, Capgemini and other international organisations and has lived in the UK (where she graduated), US, France and Switzerland. She is an NED with 8x8 (Cloud Solutions) listed on the NYSE.



Sara Venning,
CEO,
Northern Ireland Water

With an MEng in Electrical Engineering, Sara started her career as an electrical engineer with Northern Ireland Electricity. Over a 14-year period she was latterly Customer Operations Manager with responsibility for delivery of customer connections to the electricity distribution network. Sara then joined Northern Ireland Water (a Government-owned company with 1,300 employees) in 2010 as Director of Customer Service Delivery with responsibility for water production and distribution, wastewater collection and wastewater treatment together with all aspects of service to customers. She was appointed CEO from 1 April 2014. She is responsible for the overall performance in the face of lack of funding. She is President of the Institute of Water.



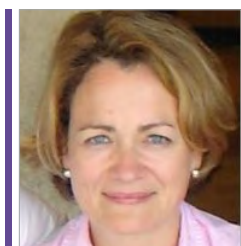
Caroline Wehrle,
Ex-Global Head Risk
& Compliance, Diageo

Caroline had a 16-year career at Diageo in senior finance, audit, risk and compliance positions, culminating in six years as Global Head of Risk and Compliance. She continues to be a Trustee Director with Diageo UK Pensions Ltd, sitting on the Investment and Audit Committees and on the Responsible Investment sub-committee. She had previously worked as a Managing Consultant at WS Atkins in their UK and Hong Kong practices. She is experienced at operating at board level and in leading teams and large global networks to deliver strategic outcomes. Caroline is currently an NED with Aster Group, a housing Association. She chairs the Risk & Compliance Committee and sits on the Treasury Committee.



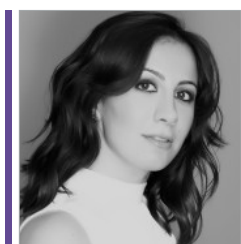
Susan Wilkins,
CFO/COO, Actis

Actis has a portfolio of investments across Asia, Africa and Latin America. It has raised over \$15 billion and employs 300 people across 17 offices globally. In her current role since 2019, Susan is responsible for a broad range of finance, operations and executive management activities and is a member of the Actis Executive and Risk Management Committees. She had previously worked in two Actis Energy portfolio businesses as CFO and Head of Legal at Globeleq, a power industry leader in growth markets, and CFO of Lekela Power, a pan-African renewable energy platform. Prior to joining the Actis family, she held a variety of senior financial and executive management roles with Duke Energy International, active in Asia Pacific and Europe.



Clare Williams,
Head of Reputation Risk
Management,
Barclays

Clare is a corporate communications expert and ex-diplomat. In 2007 she joined Barclays as a Director in Hong Kong, first as Head of Corporate Communications Asia Pacific, then of Citizenship, Diversity & Inclusion, before moving to London in 2016 to assume her current role. Prior to joining Barclays, Clare was Head of European Communications at Nomura, based in London, and had held communications roles at Credit Agricole and HSBC/Samuel Montagu. In her early career with the UK FCO, she had postings to Paris, Moscow and Mexico City, finally working for two years in the Foreign Secretary's Private Office. She is an alumna of the Hong Kong University/Meraki Executive Search "Women's Directorship Programme".



Negin Yeganegy,
Group Managing Director,
Perfect Moment

Negin joined Perfect Moment (Ski/sportswear) in 2020 to lead on digital expansion and sustainable forward strategy. Previously Global Group E-Commerce Director at Yoox Net-a-Porter Group, she oversaw the growth of the digital business and streamlined the customer experience across the group's brands. She has over 12 years' experience of driving business strategies globally, creating brand experiences for next generation digital native customers. In seven years on assignments in Europe, Australia, India and Germany with Thoughtworks (a global software/strategy consultancy with 9,000+ employees), she worked with scale-ups and traditional enterprises, particularly in the Financial Services and Retail sectors. She is an NED of GOODIEBOX, Copenhagen. She graduated in Tehran and has an MBA from LBS.



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Inclusion works for everyone

Professor Susan Vinnicombe CBE
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