

THE FEMALE FTSE BOARD REPORT 2018



100 WOMEN TO WATCH 2018

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Visiting Fellow, Cranfield School of Management

Jacey Graham, Director, Brook Graham (in association with Pinsent Masons);
Visiting Fellow, Cranfield School of Management

2018 is a significant year for women in the UK. It marks 100 years since women (over the age of 30) gained the right to vote, the unveiling of the first statue of a female in Parliament Square (Millicent Fawcett) and the first time a royal princess (Princess Charlotte) gets to keep her position in line to the throne, despite the arrival of a baby brother (Prince Louis). And for the first time women's representation on FTSE 100/250 boards hits a new high of 29%/23.7%.

These figures provide evidence that talented women are increasingly ready to take up Executive and Board positions; however, such women are often not visible to decision-makers who influence shortlists for Non-Executive Director (NED) positions in FTSE 350 companies. In this, our ninth 100 Women to Watch supplement, we continue to showcase the broad and deep female talent pool for 'UK plc' to draw on. As always, we acknowledge that it is neither an exhaustive nor definitive list of the only talented women available for board positions; neither is it attempting to represent the best 100 women.

Our profiles reflect a broad range of backgrounds and include women who hold senior executive roles in FTSE 350 firms and other significant organisations such as large non-listed companies, major charities, professional services firms, educational institutions and the Civil Service, and from many different disciplines and functions. We have not listed women who already hold a FTSE 350 NED position and are likely to be well known to the search community, nor have we included women who are Executive Directors on the main board of a FTSE 100 company, as these individuals are already highlighted in this report.

Dr Patricia Pryce and Jacey Graham would like to thank their associates, clients and colleagues who have helped them in identifying this year's list of accomplished women and give special thanks to Inspiration for Success, Sapphire Partners, Warren Partners, WISE and Women on Boards.

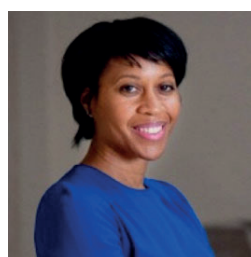
We are delighted to confirm that **Amee Chande, Echo Lu and Paulette Rowe** from our 2017 list and **an additional five women** from our 2016 list have gained a FTSE 350 Board position during the last 12 months. Our congratulations go to:



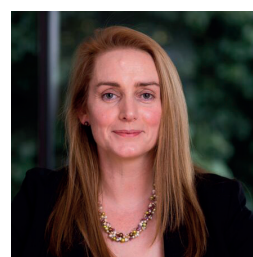
AMEE CHANDE
NED BBA Aviation



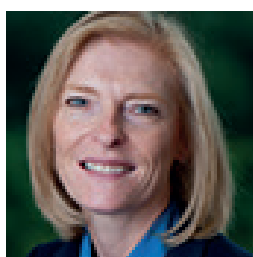
ECHO LU
NED Coats Group



PAULETTE ROWE
NED United Utilities Group



JENNIE DALY
ED Taylor Wimpey



DR NICOLA HODSON
NED Drax Group



TRACEY KERR
NED Polymetal International



COLETTE O'SHEA
ED Land Securities Group



SHARON WHITE
NED Barratt Developments



**100 WOMEN
TO WATCH**



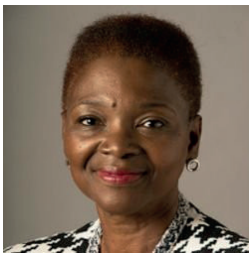
Laura
AHTO

Laura is CEO of BNY Mellon European Bank, The Bank of New York Mellon. Previously, she served as COO of Investment Services, German Speaking and CEE Region, at BNY Mellon in Frankfurt. Laura is a member of the corporate Operating Committee, the EMEA Operating Committee and the EMEA Chairman's Forum. Prior to joining BNY Mellon, Laura was Deputy Chief Operating Officer, Head of Operations and Technology at Baring Asset Management in London. She joined Barings having worked for PIMCO Europe in London, where she was Senior Vice President, Head of Operations and Administration and European Funds. Laura's early career was with Deutsche Bank and Bankers Trust Company, with responsibilities across the US, Asia, Australia, the UK and Europe.



Shanika
AMARASEKARA

Shanika was appointed General Counsel and Company Secretary to the British Business Bank in 2014. The British Business Bank is the UK Government Development Bank set up to increase the supply of credit and finance to small and medium sized businesses; the aim is to enable these companies to contribute effectively to the UK's economy. She joined as a founder member of the Senior Management Team which set up and launched the bank in 2014. Prior to this, Shanika worked as General Counsel at the International Islamic Liquidity Management Corporation, an institution established by a number of central banks to promote financial stability and economic development. Shanika previously held senior positions at RBS and Allen & Overy.



Baroness Valerie
AMOS

Valerie has been a Director of SOAS, University of London since 2015. From 2010, she served as Undersecretary General for Humanitarian Affairs and Emergency Relief Coordinator at the United Nations. She was a Foreign Office Minister, Secretary of State for International Development, Leader of the House of Lords and Lord President of the Council. Valerie also served as UK High Commissioner to Australia before joining the United Nations. In June 2016, she was made a Companion of Honour in the Queen's Birthday Honours list. Valerie is a NED with Travant Capital Partners and a Counsellor with the Privy Council of the United Kingdom.



Carla
ANTUNES DA SILVA

Carla is the Group Strategy Director of Lloyds Banking Group. She led the work on the 2018-2020 Group Strategic Review and prior to that, the work on the Bank of the Future. Carla has over 20 years of financial analysis, strategy and management experience from her time with Deutsche Bank, J.P. Morgan and Credit Suisse Group. She has been the recipient of various awards including the FT Starmine Award's Best Bank's Stock Picker and Institutional Investor's top UK Banks Analyst (2007-2014). Carla is a NED on the Lloyds Bank Corporate Markets Board, the Novo Banco Board and Social Finance Portugal, a not-for-profit organisation partnered with governments, the social sector and the financial community finding better ways of tackling social problems.



Gillian
ARNOLD

Gillian is MD of Tectre Ltd, an IT recruitment and training company which is focussed on supporting women in technical roles and helping clients attract more women into their technical professional positions. She has a successful track record as a senior professional and manager within the IT Hardware and Software Industry and has extensive experience within IBM in the UK, in roles such as IT Training, Technical Support, Marketing, Technical Management, Sales, Business Development and Market Strategy. Gillian is currently a NED for WISE (an organisation encouraging women to take up and stay in careers in STEM industries) and sits on the boards at the BCS and the Chartered Institute for IT. She has won several awards for her work with women in IT.



Sarah
ATKINSON

Sarah is Regional VP for CA Technologies (CA Inc) where she leads a multi-national team of communications professionals and consultancies located throughout Europe, Middle East & Africa. She and her team have won several awards and been recognised internationally for their work. A former news journalist, Sarah has over 20 years of experience with multinational organisations and previously held senior Communications positions at Cisco, 3Com and BMC Software. She is also the Vice Chair of the Diversity & Skills Council at techUK and is actively involved in several programmes including helping take People Like Me Digital with a goal of influencing 200,000 11-15 year old girls in the UK to consider a career in STEM.



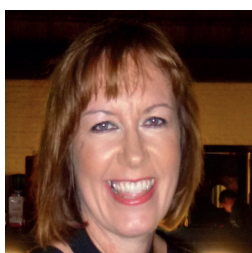
Gaenor
BAGLEY

Gaenor is the former Executive Director responsible for People in the UK at PwC LLP, where she was responsible for the HR strategy of the firm's 16,000 staff. Gaenor combines her chartered accountancy expertise with extensive and innovative HR experience within a professional services environment and a strong understanding of M&A, valuation, private equity and corporate social responsibility. During her 30 years in professional services she has held a variety of leadership and board positions, including five years on the PwC UK Board as Head of People, followed by 18 months as Head of Corporate Purpose for PwC. Gaenor retired from PwC in December 2017. She is a NED for the Royal Surrey County Hospital NHS Foundation Trust and the Foreign and Commonwealth Office.



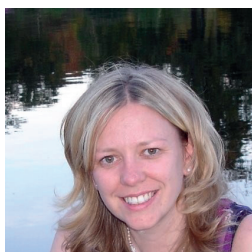
Lydia
BAILEY

Lydia is a Director with Metidian Limited. She has extensive regulatory, governance and risk management experience acquired at the Bank of England/FSA and leading firms, with the ability to analyse complex situations, identify key issues and find solutions. Lydia retired from J.P. Morgan in 2017 where she was Head of Regulatory Management and Internal Governance (EMEA). Prior to this, Lydia was Head of Compliance, UK and Europe for BP where she built the compliance team and relevant processes. She started her career with the Bank of England where she became a risk specialist, particularly in the area of wholesale trading operations. She then joined KPMG as a Senior Manager specialising in corporate governance, risk and regulation.



Sarah
BERRY

Sarah is Head of Change and Transformation at Brewin Dolphin, one of the UK's leading wealth managers. Sarah has proven ability to design, build and develop organisational capability to support a customer centric strategy. She has experience as Head of Payment Operations, Director of Customer Service, Programme Director, Change Management and Chief Operating Officer roles. Sarah brings a wealth of retail, SME and corporate banking experience and has experience of designing and delivering business strategy with key areas of expertise in customer excellence, operational efficiency, regulatory compliance and operational risk management. Sarah worked with RBS for many years becoming COO England and Wales and NatWest Scotland and then Head of Operations for the Future Williams & Glyn Team.



Catherine
BIRKETT

As Chief Financial Officer Catherine has led Interoute's Finance Department since the end of 2004. She joined Interoute in 2000 to head up the Financial Planning and Analysis department and was an integral part of the team that drove the restructuring of the Interoute Group in 2003 and the acquisitions of Ebone and Cecom. During her time as CFO, she has helped complete a further six acquisitions (including the European hosting business of Via/PSI, the Nordic video conferencing group VCG and Quantix the cloud application management group). Prior to Interoute, Catherine gained extensive experience of financial and commercial due diligence with KPMG Transaction Services.



Dr Sue
BLACK

Sue is an award-winning computer scientist, radical thinker, passionate social entrepreneur and author of “Saving Bletchley Park: how social media saved the home of the codebreakers”. Recent awards include: OBE for services to technology (2016) and Top 50 women in tech in Europe (2016). Sue has 20+ years’ experience in academia and is also an accomplished academic manager and research centre director with more than 40 publications and a PhD in software engineering. She is an Honorary Professor in the Department of Computer Science at University College London and an associate at DSRPTN, an all-female technology and digital consultancy.



Amanda
BLANC

Amanda will start her role as CEO EMEA for Zurich Insurance Group and a member of the Group Executive Committee in Q4 2018. She was formerly Group Chief Executive of AXA UK & Ireland, responsible for £5bn revenues, £260m underlying earnings, £8bn AUM, 10,000 employees and 10m customers. Amanda has wide-ranging board experience from AXA Group, where she was an Executive Director of the AXA Group P&C Board, the UK Board, and the AXA PPP Board. She also chaired the AXA UK & Ireland Executive Committee and sat on various regulated boards and committees of the AXA chief operating companies. Amanda has previously held senior/management positions with Towergate, Groupama Insurance Company Ltd, Ernst & Young and Aviva plc.



Mary
BOAKYE

As MD of Oriol Associates, and previously a partner and head of Dentons LLP’s Africa Financial Markets Group, Mary is one of the UK’s leading experts on Africa; she helps companies and individuals to establish or extend their investment footprint in Africa. She also assists African governments and African companies to raise funding in the international markets. Mary represents international companies including natural resource and telecom companies, investment funds, governments and financial institutions in Europe, Africa, USA, and Asia and she has extensive experience in international finance and corporate matters including M&A, as well as particular expertise in capital market transactions in Africa. Mary is also a consultant to Dentons UKMEA LLP.



Lidia
BOZHEVLNAYA

Lidia is Group Head of Strategy and Corporate Development at Hiscox. She is an engineer with a background in technical physics. Her first role was Project Manager with McKinsey and she worked with clients across Scandinavia, Russia, South Korea, Southeast Asia and the Middle East. Lidia then moved into the corporate world and held senior positions with Barclays and Schneider Electric leading strategy and transformation initiatives and working with C-level teams on their most complex and game-changing projects. Lidia has lived and worked in Asia, Russia and the Middle East, in addition to Europe. She is also advising two technology start-ups and is passionate about accelerating innovation in the corporate world: WISP by iGlass Technology and FP Innovation Fund LP.



Angela
BROMFIELD

Angela is an experienced NED and currently sits on two boards as Chair of the Remuneration Committee: Churchill China plc, an AIM listed manufacturer of ceramic products and Zotefoams plc, a FTSE SmallCap manufacturer of specialist foams used in many applications including construction. She has previously served as a NED of Mondi Paper and Packaging and a Trustee of Education Action and Anglo American Group Foundation. Previously, Angela worked with the FTSE SmallCap company Morgan Sindall plc where she joined as Executive Director with responsibility for Strategic Marketing and Communications and managed all aspects of Internal Communications. She also led the Morgan Sindall Professional Services business as Interim MD overseeing an international team of 400.



Lucinda
BRUCE-GARDYNE

Lucinda founded Genius in 2009 when she was unable to find suitable good-quality gluten free products for her family. Genius products are now sold at leading supermarkets including Waitrose and online retailer Ocado. Products are also sold internationally and sales are close to £50m per annum. Lucinda sits on the Board of Genius as Product Director. She is also committed to supporting and encouraging the next generation of entrepreneurs and wealth creators and is a NED with the Entrepreneurial Exchange Ltd. Lucinda has won numerous awards including the Ernst & Young UK Emerging Entrepreneur of the Year Award and the Private Businesswoman of the Year category in the Price Waterhouse Coopers Private Business Awards.



Dr Margaret
CASELY-HAYFORD

Margaret has a broad portfolio career. She was appointed Chair of the charity ActionAid UK in 2014; elected to the Board of the Co-op in May 2016; and in June 2016 was appointed a Trustee on the Board of the Radcliffe Trust, which funds arts and music projects. She became Chancellor of Coventry University in May 2017 and chaired a review into diversity for the Carnegie and Kate Greenaway awards. For nine years Margaret was Director of Legal Services for the John Lewis Partnership. She started her career with City law firm Dentons where she was a partner. Margaret has been a NED for NHS England and was on the Board of the British Retail Consortium.



Rumman
CHOWDHURY

Rumman is the Responsible AI (Artificial Intelligence) Lead at Accenture and has responsibility for incubating the next generation of Accenture's technology services. By partnering with Accenture Technology Labs, Emerging Technology Delivery and the Technology Industry Ecosystem, her group provides expert services to identify, pursue and deliver advanced and emerging technologies with pioneering clients. Rumman works with organisations such as the World Economic Forum, and the IEEE's Wellbeing Metrics Standard for Ethical Artificial Intelligence and Autonomous Systems. In 2017 Rumman was selected as one of the BBC's 100 Women Challenge List. She also serves on the Board of Directors for multiple AI start-ups and is an AI mentor for Katapult Accelerator, an impact tech accelerator in Oslo, Norway.



MB
CHRISTIE

MB is the COO of Tech City UK - a government-backed organisation whose objective is to make the UK the best place to imagine, start and grow a digital business by focusing on growth programmes, nurturing talent and thought leadership. MB was previously Product Director for the Financial Times Ltd with a proven track record, in corporates and start-ups, building new products and platforms, raising funds, and negotiating strategic acquisitions and partnerships. This includes positions with TUI group, Rightmove plc and QXL ricardo plc. She has introduced innovations that positively transform business models, working practices and customer behaviours across several sectors. MB has worked across multiple locations and cultures, with strong experience in the USA, Europe and Asia.



Claire
COCKERTON

Claire is Founder & CEO of Plexal, Europe's largest innovation ecosystem based at Here East on the Queen Elizabeth Olympic Park. She is a specialist in tech clusters, innovation services and start-up eco-systems and founded ENTIQ, a business responsible for running world-leading innovation programmes for companies such as EY, Euroclear, Dassault Systemes and many more. Claire was founding director and CEO of Innovate Finance (IF), a City of London and Canary Wharf Group-backed movement for a more diverse, resilient, accessible and consumer-centric financial services sector. Prior to moving to the UK in 2009, Claire founded, grew and sold Aesthetic Earthworks, a multi-million dollar sustainable architecture firm which pioneered environmentally friendly property development and care, based in Toronto, Canada.



Jackie
COULTHARD

Jackie has recently been appointed Managing Director of the Taylor Wimpey North Yorkshire region. She joined the organisation in 2007 as a Finance Manager in the North Yorkshire region, and then subsequently moved to the North East office in 2012 as Finance Director. More recently, Jackie spent a large proportion of her time as the Finance Lead on the Taylor Wimpey Commercial Excellence program. Prior to her roles in Taylor Wimpey, Jackie held a number of operational finance roles over 25 years at various levels in manufacturing environments, mainly in the automotive industry, which has developed a high level of commercial awareness.



Professor Jane
CUMMINGS

Jane is the Chief Nursing Officer for England and Executive Director at NHS England. Before progressing into general management, Jane specialised in Emergency Care. She has held a wide variety of clinical and managerial roles including Director of Commissioning, Director of Nursing and Deputy Chief Executive. In February 2004, she became the National Lead for emergency care, agreeing and implementing the 98% operational standard. She was appointed as Chief Nursing Officer for England in March 2012 and is the professional lead for all nurses and midwives in England (with the exception of public health). Jane has executive oversight of maternity, patient experience, learning disability and, in January 2016, became executive lead for Patient and Public Participation.



Maria
DARBY-WALKER

Maria is a senior marketing and communications executive who has run her own consultancy for more than ten years, advising clients from China and Outer Mongolia to Africa and Canada in sectors including Banking, Financial Services, Mining, Aerospace and Consumer Goods. She is a trustee of charity Hostage UK and the Institute of Occupational Safety and Health as well as a Board Governor of the University of Central Lancashire. She has served as a main board director of AIM-listed oil and gas company Gulf Keystone Petroleum and on the Executive Committee of leading frozen food company Iglo/Birds Eye. She is currently an Angel Investor and Adviser to the recently launched online fashion brand, Sosandar.



Simone
DAVINA

Simone is General Counsel and Company Secretary for Siemens plc and was appointed in 2016. Previously she was General Counsel and Company Secretary for Siemens in the Netherlands. Simone has worked in a number of roles for Siemens in the Netherlands including Lead Lawyer for Siemens Healthcare and Deputy General Counsel. Prior to joining Siemens Simone worked in private practice for ten years. She has served as a member of the Supervisory Board of G-Kracht, a mental health institute based in Netherlands, and a member of the Managing Board of Littéraire Sociëteit de Witte, a long-established social club located in The Hague which serves to promote the education of its members in the arts, literature and science.



Ilaria
DEL BEATO

Ilaria was appointed CEO of Frasers Property UK, a member of Singapore-listed Frasers Centrepoint with responsibility for leading the growth of its UK operations across business park, commercial, industrial and residential sectors, as well as overseeing development and investment activities as they establish a diversified platform in the UK. Ilaria has nearly 30 years of real estate and finance experience, most recently as CEO of GE Capital UK where she was responsible for GE Capital Real Estate's Asset Management team. Before joining GE, Ilaria built her career in the commercial real estate market, principally in acquisitions and sales roles, with advisors and investors, focused on the UK and across Europe.



Yasmin
DIAMOND CB

Yasmin is Executive VP of Global Corporate Affairs at IHG (Intercontinental Hotels Group plc). She is responsible for all global communications activity, ensuring that it supports and enables IHG's broader strategic priorities. Before joining IHG, Yasmin was Director of Communications at the Home Office; she advised the Home Secretary, Ministers and senior officials on the strategic development and daily management of all the Home Office's external and internal communications. Previously, Yasmin was Publicity Commissioner for the BBC, where she led communications activity around the launch of a new digital learning channel and around the BBC's educational output for both adults and children. Yasmin was awarded a Companion of the Order of the Bath (CB) in the 2011 New Year's honours list.



Camille
DRUMMOND

Camille is the Head of Group PPR and Function Finance for BP and is VP Global Business Services. She has worked in the oil and gas industry for more than 25 years working across the business. Camille's career with BP progressed rapidly, with her first significant role as Treasurer for the Amoco UK business. She then worked overseas in the US where she managed a large geographically spread finance team responsible for Joint Venture accounting in Upstream. More recently, Camille has been working in the trading business progressing from Controller in the European Gas Trading business to an overseas assignment as Senior Finance Officer in the North American trading operation in Canada before being appointed to her current role.



Sally
DUCKWORTH

Sally is a successful CEO with C-level, Non-Executive and VC experience in growing and restructuring early and development stage technology companies. She has a strong record of delivering strategic, financial, sales and marketing and governance advice to boards and senior executive teams, typically to technology related businesses. Sally was the CEO of the UK employee benefits provider You at Work Limited. She is currently the Chairman of StorMagic Limited an innovative data storage technology company with clients in 72 countries around the world and a NED for Mobeus VCT 2 Plc, a VCT which invests in companies that are profitable, cash generative and have solid growth prospects and is currently ranked first in its sector.



Siobhán
DUFFY

Siobhán was appointed to Executive Director, Innovation for Element Six in July 2014. Prior to her appointment Siobhán held a series of senior management positions within Element Six including heading the Oil & Gas Business Unit and, prior to that, being responsible as Business Manager for the Element Six Precision Grinding and Micron unit. Siobhán has over 25 years' experience with Element Six, (formerly DeBeers Industrial Diamonds), working across the organisation from production, quality control through to business management and innovation. Siobhán possesses a wealth of synthetic diamond experience, supporting customers to develop engineered synthetic diamond material solutions for their given industrial technology applications.



Edwina
DUNN

Edwina is CEO of Starcount, a digital start-up measuring global tastes and trends of 1.7 billion people across 12 of the world's largest social networks. She is, perhaps, best known as co-founder of the international data-analytics company, Dunnhumby, which reinvented customer relationship marketing (e.g. launching the Tesco Club Card). By 2011, Dunnhumby had grown to a company of 1,500 people, reaching 350 million customers in 25 countries. Through her work with Tesco Club Card, she is widely accredited as redefining the relationship between retailers and customers worldwide. Edwina is also a Founder of The Female Lead, working in schools promoting diversity and providing role models for young women and is Chair of 'Your Life' encouraging more careers in STEM industries.



Dr Alison
FIELDING

Alison is currently the Director of Strategy and IP Impact of IP Group plc, the FTSE 250 intellectual property investment business with a successful track record of partnering with high growth, IP-led technology groups. In this role Alison supports the CEO and Executive Team in strategic planning, analysis, development and implementation. Until 2013 Alison was a Main Board Director (and a member of the Investment Committee) of IP Group Plc and has remained with the business on the Executive Committee. She joined the Group in 2005 following its acquisition of Techtran which she co-founded. She is an experienced NED and currently holds positions with Nanoco Group plc, Green Chemicals plc (Chairman) and Getech plc.



Tara
FOLEY

Tara is the COO, Risk Division at Lloyds Banking Group. Her role incorporates Board-level and external risk reporting; the provision of tailored underwriting, fraud decisioning and commercial recoveries and the operation of risk infrastructure. She is also the Group's South East Ambassador helping to build strong relationships with politicians, business leaders and communities to address key issues, such as housing, education and digital skills. Tara is a NED at the National Information Board, an advisory group to the Secretary of State responsible for driving forward the transformation of information and technology for better health and care. She has held senior positions at Deutsche Bank, Diamond Technology Consultants and Accenture over a 20+ year career spanning Investment Banking, Insurance and Management Consultancy.



Marykay
FULLER

Marykay is a Board Director for British American Business and is a member of the Strategic Planning Committee. She also sits on the Board of Carnegie Mellon University. Previously, Marykay was a Director and Partner at KPMG where she advised on complex cross-border restructuring projects with values ranging from £50m-£2bn. Her sector experience includes: financial services, energy, infrastructure, transport, real estate and FMCG across geographies including: UK, continental Europe, CIS, USA and South America. As an advisor, Marykay has worked both in restructuring and in asset management, working with both public and private sectors organisations. These roles have ranged from Country Head in an emerging market to Partner in a Big 4 firm.



Jasvinder
GAKHA

Jasvinder is the Director of Commercial Insurance for the Direct Line Group where she leads a team of 300+ employees across multiple sites. Together with her team, Jasvinder covers multiple disciplines including marketing, digital, telephony operations, change, proposition development and P&L management to disrupt and create a shift in the commercial insurance market. She started with the company in the Personal Lines division and swiftly worked her way up the ladder before taking on the position of Director at Direct Line for Business, the commercial insurance arm of Direct Line. She is currently the driving force behind new propositions that will help transform the way customers buy small business insurance. Jasvinder started her career as a secondary school maths teacher.



Catherine
GAN

Catherine is Chief Financial Officer and Board Director at Low Carbon Contracts Company, implementing government energy schemes. Catherine previously worked in the infrastructure and financial services sectors for over 20 years, including Prudential, Barclays Bank, and EDF Energy where she held the position of Head of Planning, Reporting and Financial control. Having had extensive experience in mergers and acquisitions, strategy development and change delivery, her career has excelled in challenging and changing environments. She has an in depth knowledge of financial, commercial and risk management of businesses with large capital investments and complex contractual arrangements. Born and educated in China, Catherine started her career in the UK as the first overseas graduate trainee with Prudential (Life Insurance).



Hema
GHANTIWALA

Hema is a highly accomplished senior executive with ten years' experience operating at board level in a variety of executive and non-executive roles for large, complex organisations. She currently works for the NCR Corporation as Chief Counsel. She formerly held the post of Head of Legal – Global Telecoms Market at British Telecom PLC and former roles include Non-Executive Director for Brent Teaching Primary Care Trust, EMEA Region Counsel, Head of Legal Department for UK and Northern Europe, Director and Company Secretary for NCR Ltd. Hema is also an Ambassador for Public Appointments for the Government Equalities Office, a NED of North West London Strategic Health Authority and a NED for Brent and Harrow Health Authority.



Amelia
GOULD

Amelia is Chief of Staff to the CEO at BAE Systems. Amelia's career began in the Royal Navy as a Weapons Engineering Officer. Her 11 years of service included leading an engineering team on board HMS Ark Royal during the war in Iraq in 2003. She then spent 5 years as an Information Technology Consultant and Business Analyst before joining BAE Systems Maritime Services as the T23 Combat System Design Manager. In November 2016 Amelia became the Head of Engineering for Naval Ships Combat Systems; she led an engineering function supporting 700 Combat Systems engineers across multiple programmes. This included the successful delivery of 2 new warships to the Royal Navy and the design and support of in service Combat System equipment. Amelia is a keen STEM Ambassador and school governor.



Kate
GREGORY

Kate is a NED and Audit Committee Chair at The Symphony Group PLC, a manufacturing company with a turnover of £200m. Kate also acts as an advisor to various start-ups and small businesses helping to shape the strategy and business models. She is a senior commercial lawyer and has led legal and company secretarial teams in the education, health and aviation industries in both the public and private sectors. Previous roles include Director of Legal Services at Pearson Education Ltd and Head of Legal at National Air Traffic Services Ltd. Kate was also a director of Pearson Language Assessments Ltd and NCS Pearson PTY Ltd. Her specialisms include large projects, regulated industries, public procurement, risk and crisis management and governance.



Vimi
GREWAL-CARR

Vimi is Vice Chairman at Deloitte UK and Global Lead Partner for one of Deloitte's most globally diverse financial services clients. She was previously Managing Partner of Innovation driving change and the adoption of Innovation both within Deloitte and to clients, including the introduction of alternative delivery models and services. Vimi's career with Deloitte spans over 20 years and she has led the business through major change and transformation as well as serving some of its most influential clients. As Global Lead Partner Vimi is responsible for managing one of the firm's most globally diverse accounts with over 100 partners across 50 countries, representing the firm at the most senior client level with ultimate accountability for client relationships.



Jo
HANNAFORD

Jo is a partner within the Engineering Division at Goldman Sachs - she was appointed MD in 2008 and partner in 2014. During her time at the firm, Jo has held a number of roles across Technology both in New York and London, predominantly focusing on the buildout of all functions related to data architecture, software engineering, workflow, runtime management, software change and development practices. She has extensive experience of corporate governance and serves on the Technology Executive Leadership Group and the Firmwide Technology Risk Committee. Jo is global co-sponsor of the Women in Technology Network. In February 2016, Jo was named as an advisor to the newly formed UK Government Digital Service Advisory Board.



Sarah
HARAN

As Executive Board Director for 17 years for a market-leading cloud computer company IOMART Group plc, and 20 year's senior executive experience, Sarah has successfully led Operations and Senior Management teams from initial start-up, through AIM listing and delivering organisational growth for shareholder value creation. With a strong focus on customer satisfaction and a talent for driving results both personally and through a management team, she has delivered strategic plans to grow the business from zero revenues to £89m, creating a market leading company. Strong project management and leadership skills have helped achieve organisational change for both growth and right-sizing business objectives with a specific capability on recruiting and developing talent within the business.



Stephanie
HAZELL

Stephanie is currently the interim Strategy and Commercial Director for The Oil and Gas Climate Initiative. Prior to this, Stephanie was the Director for Strategy and Corporate Development for the FTSE 100 company National Grid plc where she was responsible for all activities concerning strategy and organic business development. During this time, Stephanie steered the Group towards external and non-traditional sources of income which included delivering a strategic review of the Group and gaining investment for new projects. Stephanie previously worked with Virgin Management, a pseudo-private equity group managing the Virgin portfolio of businesses. She played a lead role in the investment in Virgin Mobile France and the development of the business in India.



Rosemary
HILARY

Rosemary is a NED on the boards of the Pension Protection Fund, Record plc, Vitality Life and Vitality Health and Willis Ltd. For each board she chairs the Risk Committee or the Audit Committee. She is also a member of the MBA Advisory Board at Cass Business School. Until March 2016, Rosemary was a member of the Executive Committee of TSB Bank. As Chief Audit Officer she built the Internal Audit function following the establishment of TSB as a separate bank and she worked on TSB's IPO. Before TSB, Rosemary held a number of senior financial services regulatory roles, including the Bank of England, the Financial Services Authority and the Financial Conduct Authority.



Yetunde
HOFMANN

Yetunde is an internationally accredited board-level leadership coach and Director of Hofmann Leadership Consulting, a leadership and change consultancy that partners with individual leaders and teams to facilitate strategy, change, diversity and inclusion. She has been a CIPD Board member since 2015 and also sits on the Audit Committee. Yetunde started her career at the International Institute of Tropical Agriculture (IITA) in Nigeria and went on to build a successful career in FTSE 100 Global companies including Imperial Brands, Unilever, Allied Domecq and Northern Foods. Yetunde sits on the boards of Tomorrow's Company, Compassion UK and the John Lewis/Waitrose Partnership Golden Jubilee Trust.



Claire
HUGHES

Claire is top 20 global law firm, Pinsent Masons LLP's Head of the London Real Estate Practice and Head of Client Relationships for Global Real Estate Sector. Under Claire's leadership, Pinsent Masons has succeeded in winning a number of strategic clients, as well as achieving recognition through industry awards, including the Legal 500 Real Estate Team of the Year. Claire, both a qualified Chartered Surveyor and Solicitor, with over 30 years' experience working in the London Investment and Development Marketplace, is an active Member of the RICS, a Steering Committee Member of The British Hospitality Association's (BHA) Aparthotel and Serviced Apartment Team, as well as the BHA PRS Team, whose role is to support industry with direct input into Government.



Vidisha
JOSHI

Vidisha was appointed Managing Partner at Hodge, Jones and Allen LLP at the beginning of 2017. She is also head of the firm's Personal Injury Team. Vidisha's legal expertise covers a wide range of personal injury claims with a focus on life changing injuries including, catastrophic injuries and cases involving unusual and complex liability issues. Vidisha is an advocate of early rehabilitation for the seriously injured and, where possible, obtains early interim payments to establish effective care and therapy regimes. Vidisha works closely with the Child Brain Injury Trust (CBIT) and Headway. Her legal and business skills were recognised with an Asian Woman of Achievement (AWA) Award, 2017. Vidisha's earlier career was with Portner and Jaskel LLP and Prolegal Solicitors.



Carol
KANE

Carol co-founded boohoo.com with Mahmud Kamani in 2006 following their shared recognition in the opportunity for online retail. boohoo.com is now a leading online fashion group selling to almost every country in the world. As part of her role as joint CEO, Carol oversees the Group's product, marketing and brand strategy across the UK and internationally. She has worked in the fashion industry for over 25 years, initially as a designer and then as a fashion buyer. Before setting up boohoo.com, Carol and Mahmud worked together for over 20 years supplying high street retailers. Previous positions have included MD Red Orange Clothing and Design and Buying Director Pinstripe Clothing Co Ltd.



Louise
KAY

Louise is a member of the Aviva Investors Global Executive Committee and is responsible for all sales, client relations, marketing and product strategy globally and is an appointed director of Aviva Investors Société d'Investissement à Capital Variable (SICAV) board. She has spent her last 29 years working within the investment industry, building relationships with clients and building teams. She has a passion for championing young people, and for hiring people into step-up roles. Her previous experience was at Standard Life Investments, Aegon Asset Management and The WM Company.



Vanessa
KINGORI MBE

Vanessa is the Publishing Director at British Vogue. She sets and leads the commercial strategy across the British Vogue brand and works in close partnership with the Editor. She is the first female Publishing Director of Vogue. Previously, as Publisher at GQ Style and British GQ, Vanessa oversaw the highest total annual revenue for the brand in the last decade. At a time when print and traditional media are under pressure, she has grown her titles whilst embracing digital and branded content in a way that resonates with a new generation of consumers and clients. Vanessa has also worked at Esquire and the Evening Standard's ES Magazine. She received her MBE in the Queen's Birthday Honours List in 2016.



Lauren
KISSNER

Lauren was appointed Director, AWS S3 with Amazon in January this year. Having worked with Amazon since 2007, Lauren has worked both in the US and the UK. She has held positions such as Senior Manager, Information Security; Senior Manager, Business Operations and, more recently, Director, Prime Air - a delivery system designed to get packages to customers in 30 minutes or less using drones. In this position, Lauren led a global team of world-renowned roboticists, scientists and aeronautical engineers. She is also the executive sponsor of the Diversity Working Group at Amazon's Development Centre in Cambridge, which aims to create and foster a diverse workplace, both rewarding for women and men and setting a benchmark for other Amazon sites.



Sarah
LAESSIG

Sarah has a diverse portfolio of board roles across the public and private sectors in financial services, technology, government and international education. She is a Civil Service Commissioner and a Commonwealth Scholarship Commissioner, where she also serves as Chair of the Finance Committee. She is on the Board of Advisors of Data.world Inc., a technology company focused on the accessibility of open data, and is an Advisor to the Board of Crecera Finance, supporting SME commodity exporters in Latin America. Previously, Sarah spent seventeen years at Citigroup, leading corporate banking businesses in developed and developing markets, including acting as Managing Director, Industry Head for Public Sector Clients for the Transaction Services business for Europe, Middle East and Africa.



Daljit
LALLY OBE

Daljit is the CEO for Northumberland County Council. Alongside this role Daljit, also continues in her role as Executive Director of Delivery with Northumbria Healthcare. This dual role demonstrates the importance of partnership across local government and the NHS. Daljit specialises in developing and delivering integrated care services, working closely with elected members, health professionals, academic organisations and local communities to develop and implement policy and services to help residents to live independent, successful lives. Daljit has successfully worked in a number of senior roles across different business settings, ranging from the petroleum industry and care homes to the NHS and local government. In January 2016 she received an OBE for services to the community.



Emily
LAWSON

Emily joined the NHS England Board in November 2017. Her directorate has a range of enabling corporate functions which support the effectiveness and efficiency of NHS England. These functions include leading the transformation agenda for the organisation; people, workforce and organisational development capabilities; internal communications; corporate planning functions; bespoke programme delivery; corporate ICT and Estates. Before joining the NHS, Emily led a number of large-scale organisational transformations, most recently with Morrison's. Before this, she worked with McKinsey for 14 years. Emily is also Deputy Chair of the 30% club, which aims to increase representation of women on UK plc boards and to support greater diversity in the UK and global institutions.



Jan
LLOYD

Jan is an experienced Senior Executive and Board member with over 30 years involvement in private, public and 3rd sectors. She has a broad experience of Chair and Committee member roles across commercial, not-for-profit and membership organisations. Jan is Group Chair of Vistage UK, the world's leading CEO organisation with more than 21,000 members in 18 countries. Previously, Jan was CEO of the Covent Garden Market Authority where she trebled operating profit, helping to secure the long-term future of the market. In her earlier career, Jan was MD for Yoplait, MD Dairy Crest and Product Manager for SC Johnson. Jan is also highly skilled in public speaking, both radio/TV and to large conferences.



Myriam
MADDEN

Myriam is an experienced Director of Finance, specialising in finance and operational transformation across a broad range of organisations in the public sector, financial services and internationally in global blue-chip companies. She is a member of the Board of Directors for CIMA where she has held global governance roles since 2007. She also served on the board of the AICPA. Professionally, Myriam has a strong background in finance and business with extensive experience in governance, business strategy, mergers and acquisitions and operational transformation. Organisations where she has led change programmes and finance functions include HBOS, Hewlett Packard, Agilent, Scottish Arts Council, NHS and Historic Scotland.



Irfana
MALIK

Irfana is the Group Risk Officer for the Klesch Group advising the Board on market risk, operational risk, credit risk, IT risk and regulatory and compliance issues. She has over 25 years' commercial experience and specialises in risk management, compliance, audit, corporate governance and formulation of financial and operation strategies gained in multiple blue chip commodity organisations. In previous senior executive roles, she has worked with organisations to protect their financial stability and enhance their future growth by providing risk assessment and audit of the firm's operations. The companies Irfana has worked for include TOTAL, Mobil Oil, El Paso, BG, Centrica and Klesch across Europe, Russia, USA and the Caribbean countries.



Shelley
MALTON

Shelley is a commercially focussed senior executive with 20 years' experience in business including operations, customer services, change management, business transformation and more recently IT. She is the MD, Service and Delivery for Experian with responsibility for the end to end delivery of service to clients and consumers. This includes setting the service strategy, design, IT application support, IT service operations, strategic client management, business operations and customer service. Prior to this Shelley worked for Barclaycard and was part of the senior executive team accountable for a business of 15 million customers across 7 European markets which successfully doubled profits from £400m to over £1bn in the last 5 years.



Netsai
MANGWENDE

Netsai is Head of Finance for Willis Towers Watson and has 12+ years' experience as a finance professional in the London Insurance Market. She has led a wide variety of disciplines, including auditing, accounting, process improvement, offshoring, cost optimisation, financial planning and analysis and strategic business partnering. She is an active member of the UK Executive Committee at WTW where she sits on the senior management team and was the first female Head of Finance on the UK Executive Committee, at AIG UK. Previously, Netsai worked in senior financial positions for AIG, RSA and Deloitte UK. She has won several awards including being named in the 2017 Top Power List, most influential Britons of African and African Caribbean Heritage.



Perminder
MANN

Perminder is the CEO of Bonnier Publishing UK – the fastest growing major book publisher in the world. She has been named by the Guardian as one of the most powerful BAMR leaders in the UK and, at Bonnier, is responsible for significant growth in the UK. She oversees brands such as Bonnier Zaffre, IglooBooks and King's Road Publishing. Perminder has worked in publishing for many years after having previously worked in the toy industry. Prior to becoming CEO of Bonnier, Perminder was CEO of King's Road publishing between 2015-2016. She was in the Bookseller's list of the 100 most influential people in the publishing industry in 2015 and 2016.



Karen
MCELHATTON

Karen is the Group Chief Information Officer for the McLaren Technology Group. She is an experienced technology executive with a background in FMCG and Retail. Her particular skills and experience are in strategy development, complex transformation programmes, M&As, change management, organisational development, digital innovation, risk management and cyber security, data analytics, shared services outsourcing and cross-functional leadership. Prior to joining McLaren, Karen was the Chief Information Officer for LLX Global Business Services. Her early career was with Gillette Australia and UK and Proctor & Gamble, working in Switzerland and the UK. Karen is currently a NED for Courier Facilities Limited and has served as a NED for GS1 UK.



Heather
MELVILLE OBE

Heather is Director for Strategic Partnerships and Head of Business Inclusion Initiatives at RBS. She has considerable international experience gained over 30+ years in the world of finance. Heather represents RBS as a NED for Enterprise Enfield a business consultancy funded by the Government to help small businesses, and is a Board Trustee of the CMI. In 2010 she was awarded the Women in Banking & Finance Award for Achievement and in 2012 was awarded the World of Difference 100 Award (TIAW) recognising her as one of the top 100 women worldwide who have made a difference to the economic empowerment of women. Heather was awarded her OBE in the Queen's birthday honours 2017.



Michelle
MITCHELL OBE

Michelle is the CEO of the MS Society; however it has recently been announced that she will join Cancer Research UK, one of the UK's most well-known and largest charities, as their new CEO. Michelle has made a huge contribution to the MS charity, overseeing a strategic overhaul and re-focusing the charity on the things that people with MS have said are important to them. Michelle has extensive voluntary sector experience at a leadership level. She is a NED of NHS England and is a Trustee and Global Chair of Fundraising of the MS International Federation. Before joining the MS Society, Michelle was Director General for Age UK and, prior to that, was Chair of the Fawcett Society.



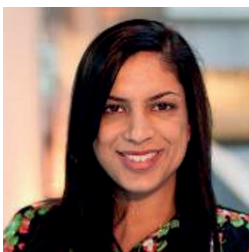
Jane
MORAN

Jane is the Global Chief Information Officer for Unilever and is responsible for driving the Company's sustainability agenda through technology. The Company's aim is to double the size of its business while reducing its environmental footprint and increasing positive social impact. Jane is involved in some of the most innovative technology developments in the industry and she leads the global IT agenda within Unilever by driving strategy, implementation and support for internal and external business tech applications, platforms, networks and data centres. She is also an experienced NED and currently sits on the Boards of Institutional Cash Distributors and J.P. Morgan Securities plc. Jane was previously CIO for Thomas Reuters.



Vanessa
MURDEN

Vanessa is the COO for Lloyds Banking Group's Retail division with responsibility for the effective delivery of operations within the Retail Bank, including Motor Finance Operations and Card Acquiring services, as well as enhancing customer experience through end-to-end journey transformation. Previously, Vanessa worked for American Express as COO, Group Operations where her portfolio included: cyber and security strategies, data privacy management, leadership of procurement and supplier assurance, as well as operational efficiency and transformation, particularly around the use of robotic process automation. Vanessa has significant global experience with a number of financial service providers and provides mentoring to fledgling financial services businesses. She has held NED positions previously in Africa, the US and the UK.



Shaminder
NAHAL

Shaminder was appointed Topical Specialist Factual Commissioner at Channel 4 in 2017. Prior to this, she was Deputy Editor of Channel 4 News, and before that, Deputy Editor of Newsnight. As Deputy Editor of Channel 4 News, Shaminder was involved in overseeing TV and digital coverage for the multi-award-winning prime-time daily news programme. Shaminder oversaw planning and coverage of the Scottish Referendum, the 2015 General Election and the EU referendum and its aftermath. During her time at Channel 4 News, the show won the Royal Television Society award for News Programme of the Year twice and, in 2016, won a BAFTA for its coverage of the 2015 Paris terror attacks.



Isabel
NAPPER

Isabel is a highly experienced ex City lawyer specialising in IP and IT and was Head of Technology Law at national firm Mills & Reeve. Isabel currently holds a number of NED positions including Scientific Digital Imaging plc (and Chair of the Remuneration Committee), HEE Limited and Eastern Academic Health Science Network (Deputy Chair and SID). She also provides consultancy services for a variety of technology businesses from start-ups to global blue chips. She facilitates commercial opportunities by being part of her clients' teams giving technical and practical advice to assist businesses to grow. She particularly enjoys working with growing businesses and organisations on strategy issues such as new directions for the business or new brands.



Dr Claudia
NATANSON

Claudia is Lead Practitioner Cyber Resilience for Security Practitioners Ltd an organisation helping businesses develop strong information security cultures to minimise business risk, protect reputation and fulfil corporate responsibilities. She is also Chair for The Corporate Executive Programme which brings together global senior and C-suite leaders to explore issues such as corporate risk, privacy and security. Claudia is a veteran in information and cyber security having worked at executive level across blue-chip companies such as Diageo (Chief Information Security Officer) and BT Head of Secure Business Services. She has been part of many cyber-related White House initiatives and works across Europe in similar capacities. Claudia also consults for the Department for Work and Pensions.



Anne Marie
NEATHAM

Anne Marie began her career as a software engineer in software and retail firms around the world. She was appointed Chief Operating Officer at Ocado Technology in 2014, looking after infrastructure and operations, organisational development, and general management. Anne Marie joined the organisation in 2001 and became Head of Ocado Technology Poland in 2012 giving her the opportunity to set up the company's first development office from scratch outside the UK. Before joining Ocado, Anne Marie worked in Boston, USA, as Software Development Manager for Staples Inc. She also leads the Code for Life initiative, at the heart of which is Rapid Router, a free and comprehensive teaching resource for coding in primary schools.



Christine
PALMER

Christine is the Chief Risk Officer for the Aldemore Group plc where she is responsible for Credit, Operational and Treasury Risk as well as Compliance. Christine joined Aldemore in 2016 from the Royal Bank of Scotland. Her career at RBS spanned almost 14 years, during which time she held a number of senior positions in the Risk function covering credit risk and divisional risk officer roles. She was most recently Global Head of Operational Risk and Director of Risk, Services. With over 28 years' experience in risk management, corporate and commercial banking, Christine has also worked at ING Bank, where she spent eight years across London and Amsterdam, ABN Bank and Ernst & Young.



Tara
PALMER

Tara is the Group Chief Operating Officer for SG Kleinwort Hambros with management responsibility for various support functions including: Operations, IT, Project Office, Premises and Facilities, Business Continuity and Outsourcing/ Procurement. Previously, Tara was Head of the COO Office for the UK branch of Societe Generale, supporting the EMEA COO on all matters affecting the UK Branch. Tara is a NED on the board of Societe Generale International Ltd. Tara was called to the bar in 1998 and has substantial employment law experience covering a range of industries, as well as private practice experience. Tara is also a Trustee of Family Fund, a major UK charity providing grants for families raising disabled or seriously ill children.



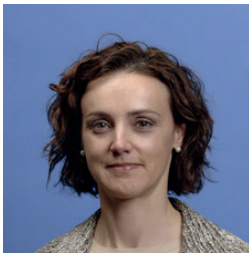
Sarah
PASCO

Sarah is Managing Director for Taylor Wimpey Southern Counties. With over 30 years' experience in the residential property sector, Sarah started her career as a management trainee at Lovell Homes before becoming Sales and Marketing Director and, ultimately, MD of Laing Homes (subsequently acquired by George Wimpey). Sarah spent one year in Azerbaijan before returning to take up the mantle of Sales and Marketing Director at Taylor Wimpey Southern Counties and South Thames, ahead of her promotion to MD in 2016. Sarah believes in the importance of helping those around her to pursue their own careers, is an advocate for creating strong teams and encourages innovation. She is also committed to environmental conservation, which includes research on recycled water.



Lopa
PATEL MBE

Lopa is a digital entrepreneur with significant experience of creating start-ups and transforming businesses through technology. The founder of two ventures in online media and a data-driven marketing consultancy, she is also skilled in working as a NED and as a Trustee. Lopa has been recognised with an MBE for services to the creative industries in 2009 and the Queen's Award for Enterprise Promotion 2015. She is the Founder & CEO of equality and inclusion think tank Diversity UK and a Trustee of the Science Museum Group. She was previously a NED of Becta (British Education Communications and Technology Agency); Deputy Chair of Sewa Day and a Board Member of TSBC (The Small Business Consultancy).



Maria
PECORARI

Maria was appointed President, Digital, Global Portfolio & Marketing in April 2017. She reports to the CEO, Global Services. In her role, she evolves and sharpens BT's global strategy to be the partner of choice for network and IT infrastructure services, enabling BT's customers' digital transformation. She combines her role with full responsibility over BT's Global portfolio and marketing teams, driving forward BT's Cloud of Clouds portfolio strategy globally. Maria's earlier career was with Bain & Company, where she was a Principal in the telecom, media and technology practice. Her strategy experience spans consumer and enterprise telecommunications, software, network and IT equipment - in both developed and emerging markets.



Karen
PENNEY

Currently Vice President and General Manager UK at American Express, Karen is an experienced and accomplished board level executive, with broad experience covering full P&L responsibility, contract negotiation, strategic decision making and european/global activity. In her early career, Karen worked for Citibank Diners Club as Business Development Manager and Air Miles as Partnership Director. She is an expert in driving change to improve results, increase digitalisation and enhance customer engagement and has experience in influencing and collaborating across global teams, committees and subsidiaries. In the past she has been on the board of American Express Insurance Services Europe and the Chartered Management Institute.



Liz
REILLY

Liz is the Group Human Resources Director for SEGRO plc - a UK Real Estate Investment Trust. She is a commercially astute global HR Director with extensive experience at Board level gained across six industry sectors and in organisations ranging from innovative tech start-ups to international F100 companies. Liz has proven success of leading and delivering key business initiatives by being a strategic and operational expert who partners and influences fellow executives. Liz's early career was with Homebase as Head of Employee Relations and Resourcing, Sainsbury's where she rose to the position of Retail HR Director and FCC Environmental where she was Group HR Director.



Jennifer
RIGBY

Jennifer was appointed CIO at Lloyd's of London in 2017. Her previous position was Head of IT Channels and Innovation for O2 where she was responsible for providing technology solutions for Online <http://www.o2.co.uk/>, Retail and Voice Channels, both direct and indirect for all customers and for digital innovation. Jennifer started her IT career with the BBC as an Executive Producer in Future, Media and Technology followed by appointments with some of the UK government's biggest tech roles, including Director of Corporate Security at the Home Office, CIO of the Department for Energy and Climate Change and Chair of the Green ICT Delivery Unit and Head of Information for the Home Office.



Lindsey
RIX

Lindsey has been with the FTSE 100 firm Aviva Plc since 2014. She initially joined as Chief Operating Officer UK GI, before moving to MD Personal Lines and then into her current role in July 2017 as MD for Savings & Retirement. She has a passion for digital innovation and delivering exceptional customer service. Prior to her time with Aviva, Lindsey worked for Santander and held a number of roles including Regional MD, MD Strategy and, finally, MD for Wealth Management & Private Banking. In her earlier career, Lindsey worked at Barclays in their corporate and commercial businesses. Lindsey is also a Board member for the New Anglia Local Enterprise Partnership.



Carolyn
SAUNDERS

With over 30 years' experience as a pensions' lawyer, Carolyn heads the pensions practice at global law firm Pinsent Masons – a role which involves responsibility for the strategic direction of that practice. Previous roles have included heading the pensions practice at law firm Taylor Wessing, where she was also part of the management board. As a recognised expert in her field, Carolyn is a thought leader in the industry. She is currently leading a campaign around female consumer engagement in pensions and financial products, following collaboration with the Fawcett Society on some ground-breaking research and also a campaign around climate change and pensions. Carolyn was recently appointed as head of Pinsent Masons' London office, which is its global headquarters.



Nicola
SAWFORD

Nicola is a non-executive with thirty years of executive business experience. She is currently a lay board member of the Bar Standards Board, trustee and treasurer of the Access to Justice Foundation, trustee of Changing Faces and a champion of the First 100 years of Women in Law Project. In her executive career she held a number of senior positions in a variety of commercial sectors rising to be Chief Executive at Serle Court (legal services). Other director roles were with Affinity Internet Holdings Plc (internet/telecoms), Vesta Group (new technology/venture capital) and BrokerTec (bond trading platform). In her non-executive career she chairs and is a member of a number of committees including governance and risk, audit and finance.



Shaheen
SAYED

Shaheen is Managing Director for Accenture and has recently been promoted to lead its Health and Public Services Business in the UK. Over her 20-year career, Shaheen has held global leadership roles across a diverse range of industries in Asia, North America and Europe and specialises in bringing emerging technologies to clients with a focus on new digital services. She is also a member of the UK and Ireland Executive Leadership Team, leading the Analyst Consulting Group, Accenture UK's largest consulting workforce of new graduates in the organisation. Shaheen also sits on the leadership team for Business in The Community and works with cross-industry leaders to raise awareness and provide advice relating to BAME representation within business.



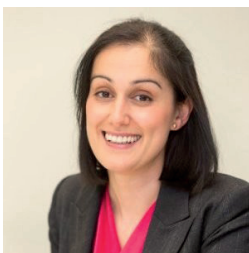
Monique
SHIVANANDAN

Monique was appointed Group CIO at Chubb Group of Insurance Companies in 2017. Previously she was Group CIO at Aviva where she led an IT team of circa 3,000 employees across the globe, delivering change, service and information security. She was at the forefront of revolutionising the way Aviva delivers change, with considerable focus on digitising the company. Monique joined Aviva after a successful career at Capital One, British Telecommunications, BellSouth Corporation and American Management Systems. At Capital One, as Chief Technology Officer, Monique had responsibility for defining and driving its technology strategy; she also led on Information Security and is a recognised leader in this field. Monique is currently a NED with J.P. Morgan Securities plc.



Mary Ann
SIEGHART

Mary Ann is a highly-respected journalist and broadcaster, working for The Times, The Independent, The Economist, The Financial Times and the BBC. She is a Visiting Fellow of All Souls College, Oxford, and is currently researching a book on why women are accorded less authority than men. On BBC Radio 4, she has been a presenter of Start the Week, Analysis, Profile, One to One and Beyond Westminster, as well as one-off documentaries. She is Chair of the Social Market Foundation, a non-party-political think tank, Senior Independent Director of Henderson Smaller Companies Investment Trust and NED of The Merchants Trust. Until recently, she sat on the Content Board of Ofcom and the Council of Tate Modern.



Rachel
SINGH DAVIES

Rachel is the Chief Financial Officer for the Shell Foundation. She joined the Foundation in 2014, following a number of years providing pro bono support to the Foundation's partners. Rachel previously worked across the Access to Energy programme and was also responsible for the Foundation's Incubator partnerships in China, and Fellowship Programme with the Skoll Centre for Social Entrepreneurship at Oxford University's Saïd Business School. Rachel is a Chartered Accountant, qualifying with Ernst & Young in London, and has spent 10 years working in varied finance roles, specialising in energy and corporate funding areas, including four years working in corporate roles in Shell Group.



Gail
SMITH

Gail is a Director with the Cavell Group Ltd and has led high impact consulting and transformation projects for Service Providers, Public entities and their vendors around the world; she currently heads up Cavell's SD WAN practice. Prior to Cavell, Gail spent 10 years in increasingly senior P&L management positions at challenger organisations that disrupted the telecommunications industry and created the backbone of the new digital economy. At Level3 Communications she was SVP International Sales and Marketing and then Corporate Group Vice President and President Europe. Prior to Level3 she was part of the start-up team of MFS International (now Verizon Business) as Director of European Product Management, and then VP and General Manager of the International network.



Daniela
SORIO

Daniela has a deep understanding of brand-building and portfolio strategy built over a 25+ years career in marketing and business development in Western and Eastern Europe, Latin America, and China for Philip Morris International (a Fortune 100 company of 82,000 employees). She is skilful in leading innovation that builds brands and brings about change without compromising continuity. Steady in crisis, creative thinker and pragmatic problem-solver. By working directly and indirectly with sales organisations, she has learned to effectively manage challenges at retail and in direct and indirect distribution and logistics. Daniela has first-hand knowledge of growing business in a complex multinational company and in start-ups and small organisations. She has lived and worked in three continents, seven countries and is multi-lingual.



Ann
STEER

Ann has been Chief Customer Officer at the FTSE SmallCap company N Brown Group since November 2017. Since joining in 2007 to head up their e-commerce business, Ann has held a number of senior marketing and e-commerce roles at N Brown and was also promoted to the Board. As CCO, she drives the sales growth and determines the customer and marketing agenda across N Brown's 11 brands, including JD Williams, Simply Be, Fig Leaves and High and Mighty. Prior to N Brown, Ann spent 12 years at Littlewoods and Shop Direct in both marketing and e-commerce positions. She has been a Director of JD Williams & Company Limited since March 2015.



Carmel
TEUSNER

Carmel has a background in organisational development and brings global business experience spanning a broad range of industries and sectors. She has held senior management roles in FTSE 100 and ASX (Australian) 100 companies including Westpac, Lloyds Banking Group and British Sky Broadcasting. Carmel has experience of a range of business challenges from start-up, strategy development, expansion, consolidation, acquisition, integration and divestment and was most recently Group Head of Organisational Development for UGL, one of Australia's leading engineering and outsourced services companies. Carmel is a member of the Board of the National Library of Scotland and former Director of software firm Azalient Ltd.



Deborah
THREADGOLD

Deborah is currently Chief Digital Officer & Leader of Digital Business Group at IBM UKI, a role she has held since August 2017. Deborah leads the team in Europe that recruits, develops and works with Cloud Service Providers and ISVs; partners that are creating largely industry-aligned solutions that embed IBM technology. Deborah has been with IBM since 1996, working in a range of roles including Channels Volume Business Leader, Channels Marketing Manager and Client Director – Avnet Europe. She has extensive European leadership experience spanning sales and general management and has a track record in strategic business growth and transformation and innovative thinking.



Lesley
TYRIE ECCLES

Lesley was pivotal in FanDuel becoming the first billion dollar sports start-up since ESPN. As a core member of the FanDuel executive team, she set the strategy and scaled the company to employing over 300 staff across 5 locations. She focused on marketing strategy and efficiently scaled FanDuel's marketing spend across both online and offline channels from zero to \$300m annually, building brand awareness and growing the user base to 3 million active paying players. She left the business in 2017 when FanDuel withdrew from operating in the UK. Lesley's early career was with Cap Gemini. She is a NED with Entrepreneurial Scotland and an Advisory Board Member for Tech City UK.



Mel
VARLEY

Mel has over three decades of experience in the marketing services and agency sector. She has held a variety of senior leadership and C-suite positions with responsibility for innovation, strategy, media, digital, technology, data and analytics. Mel was at the forefront of the changing media and digital landscape and is comfortable with technical complexity and ambiguity. Mel has run businesses, led global client relationships and product development and strategy functions globally. In her earlier career she rose to be Media Director at Leo Burnett then CEO of MEC, EMEA and currently acts as a consultant to the WPP group. Mel now has a portfolio career as a NED, consultant and investor.



Sarah
VAWDA

A commercially astute and culturally diverse NED and Board Advisor, Sarah has proven delivery of shareholder value, underpinned by strong strategy, business transformation, M&A, structuring, finance, corporate governance and corporate development experience gained across multiple industries on a global basis in private and public companies. Currently working with Boards and Executive teams as a Strategic Adviser & Consultant at Vawda Associates, Sarah has previously held senior executive positions with Provimi SA, Christian Salvesen plc, Corus Group plc and Powergen plc. She is experienced in leading international strategic initiatives to position global business for accelerated growth, improved performance and enhanced profitability across expanding geographies. Sarah is also a NED for Hamlet Protein.



Sandra
WALLACE

Sandra is DLA Piper's UK Managing Partner. She was asked to join the Executive of the international DLA Piper business in January 2017 and was appointed to the position of EMEA's Co-Managing Director. Sandra retains oversight for the UK as well as acting in her newly appointed role. As well as operational management of the firm she acts for high-profile national and international clients on the full remit of employment law services. She offers strategic and commercial advice on business reorganisations, executive disputes and employee relations particularly complex whistleblowing and disciplinary matters. Sandra spends a large proportion of her time working with a portfolio of global businesses on global policy matters, contract reviews and business integration pre and post-merger.



Jenny
WATSON CBE

Jenny is Chair of House of St Barnabas, a members club in Soho which uses its profits to fund an Employment Academy, helping to end the cycle of homelessness. She also currently sits as NED on the board of the Financial Ombudsman Service and the Financial Reporting Council and chairs the Independent Complaints Panel at the Portman Group. Jenny's previous non-executive roles include Chair of the Electoral Commission, including acting as Chief Counting Officer for the EU Referendum, and Deputy Chair and Chair of the Equal Opportunities Commission. Jenny started her career in the not-for-profit sector, has twice run her own business, and has been an active non-executive board member, mainly in consumer facing environments, for the past 15 years.



Emma
WATSON MACK

Emma is the Development Director for Entrepreneurial Scotland. She started her career as an officer in 1993 and was selected as the first female to serve on the front line in a combat role (Northern Ireland, Bosnia and Cyprus). After leaving the Army, Emma worked for the Loch Lomond Shores Management Company responsible for their Operations, HR and Events and a socio-economic regeneration project and then moved to London to work at Barclays Global Headquarters in their Sponsorship Events Team. In 2007, Emma moved to Goldman Sachs to head up their EMEA Event Management and Hospitality Operations focussing on helping the business build networks and growth through effective and strategically designed client engagement programmes.



Deborah
WILKENS

Deborah has been a NED for innogy SE since 2016 and sits on the Audit and IPO Committees. Previously she worked for Goldman Sachs and was Head of the Energy and Commodities Business with responsibility for the management and performance of equity investment research teams covering industrial and commodities sectors including utilities, oil, oil services, metals, mining, steel, paper and pulp. Deborah was also Head of the European Utility Equity Investment research, developing extensive sector thematic and in-depth stock specific research and was involved in a wide variety of capital market transactions. Prior to this, Deborah held positions with Credit Suisse (VP Equity Research), Deutsche Bank (Manager in Equity research) and PwC (Manager).



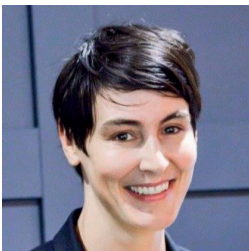
Sarah
WILKINSON

Sarah was appointed CEO NHS Digital in August 2017. Previously she was CIO at The Home Office, with responsibility for the delivery of all technology services for Counter-Terror, the UK Border, Visas and Immigration, Asylum and Policing. Prior to joining the Home Office, Sarah spent 23 years in Financial Services, holding CIO roles at Credit Suisse, UBS, Deutsche Bank and Lehman Brothers. Her earlier career consisted of various roles in the IT and Risk departments in these organisations. Sarah is a NED for the Police ICT Company and Kings College London and a member of the advisory boards of the Department of Computing at Imperial College and the Department of Maths at Oxford University.



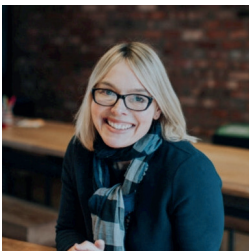
Wendy
WILLIAMS

Wendy was appointed HM Inspector of Constabulary in 2015 and, additionally, HM Inspector Fire and Rescue Services in 2017. Previously, Wendy was a partner in a defence firm before joining Her Majesty's Crown Prosecution Service Inspectorate (HMCPPI). In 2003 she joined the Crown Prosecution Service (CPS) as the Legal Director of the CPS London North Region before becoming the Chief Crown Prosecutor (CCP) for CPS Northumbria and the North East region. Wendy is the Senior Responsible Officer for HMICFRS' Criminal Justice and Joint Inspection portfolio, which involves working with other criminal justice inspectorates such as HM Inspectorate of Probation, HMCPPI, HM Inspectorate of Prisons, Ofsted, the Care Quality Commission and the equivalent Welsh inspectorates.



Dr Sarah
WOOD OBE

Sarah is Chairman and co-founder of Unruly – an organisation dedicated to video-advertising for major brands. Unruly was founded in 2006 with a mission to transform advertising and helps the world's biggest advertisers engage global audiences by harnessing the power of its data-powered video marketplace, UnrulyX, on brand-safe, premium sites. Unruly was acquired by News Corp in 2015 and now operates across more than 20 locations worldwide. Sarah is also an Associate Lecturer and Course Convenor at the University of Cambridge and an Advisor to Crowdfunder Media LLC. She has received numerous awards for her work including Debrett's 2017 Most Influential People in Britain and the Maserati 2016 Awards. Sarah was made an OBE in 2016.



Emma
WOODS

Emma is currently Customer Director at Wagamama, a role she has held since April 2017. She is also a NED at The Gym Group, a provider of low-cost gyms in the UK using a digital, low-staffing model. Prior to Wagamama, Emma was Group Marketing & Digital Director at the FTSE 250 company Merlin Entertainment, where she designed and executed a group-wide digital guest journey and leveraged global marketing group synergies. Emma's previous career included nearly six years at Pizza Express as a board-level Marketing Director and prior to this she had a successful 17 year career with Unilever which included two years based in Mexico and culminated in the role of Regional Marketing Director.



Jacky
WRIGHT

A transformational global leader, innovative technologist and recognised STEM (Science, Technology, Engineering & Maths) advocate, Jacky was appointed Chief Digital and Information Officer for HMRC in October 2017. In this role she is responsible for realising HMRC's ambitious digital transformation agenda. Prior to this, Jacky was Microsoft Corporation's Corporate Vice President, Core Platform Engineering. As a Microsoft leader, she created deep partnerships between IT and product engineering to drive digital transformation of customer experiences leveraging Microsoft Azure, Power BI, O365, and Skype for Business, among others. She has received a wide range of recognitions for her work in technology and diversity, including Britain's Powerlist 100 of Most Influential People and the Top 100 BAME Leaders in Business.



**100 WOMEN
TO WATCH**



THE FEMALE FTSE BOARD REPORT 2018

BUSY GOING NOWHERE WITH
THE FEMALE EXECUTIVE PIPELINE

Professor Susan Vinnicombe, CBE
Cranfield University

Dr Elena Doldor
Queen Mary University of London

Professor Ruth Sealy
University of Exeter Business School

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The 2018 100 Women to Watch supplement forms part of the 'Female FTSE Board Report 2018 – Busy going nowhere with the female pipeline'. The report is sponsored by Aviva and the Government Equalities Office.

