

100 Women to Watch

The “100 Women to Watch” supplement was introduced in the 2009 Female FTSE report and continues to be popular. Once more we have identified 100 women who are currently on the executive committees of FTSE 350 companies or in major financial institutions, or in senior executive roles in large charitable organisations and who are poised and ready for a board position. These are just 100 of a substantial and ever-growing talent pool of women whom search consultancies and nomination committees should be considering.

We would like to thank Norma Jarboe and Sapphire Partners for their help in compiling this list of accomplished women.

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

Of these ten successful women, four have been appointed to Executive Director positions and our congratulations go to:



Lucinda Bell
Finance Director
British Land Company



Anne Richards
Chief Investment Officer
Aberdeen Asset Management



Saila Miettinen-Lähde
Executive Director and Chief Financial
Officer Talvivaara Mining Company



Tracy Robbins
Vice President of Human Resources
Intercontinental Hotels Group

The remaining six have taken up Non-Executive Director board roles and we also congratulate:



Georgina Harvey
(William Hill)



Susan Swenson
(Spirent Communications)



Liz Hewitt
(Synergy Health)



Eugenia Ulasewicz-Labbancz
(Bunzl)



Susan Kilsby
(Shire)



Sara Weller
(Lloyds Banking Group)

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Ellen Alemany

Ellen became Regional CEO at the Royal Bank of Scotland in 2007, after various other regional CEO positions. She is Director of Automatic Data Processing Inc and an NED on the boards of Federal Reserve Bank of Boston and Financial Services Roundtable. Ellen was Governor of the USA Federal Reserve System and was listed in Forbes 100 Most Powerful Women and in US Banker Magazine's The 25 Most Powerful Women in Banking.



Muriel Anton

Muriel is Regional CEO of Vodafone Group in the Czech Republic having served before as the CFO. She was previously VP at the Canadian Chamber of Commerce for the Czech Republic. Muriel started her career as an Economist at IMC Consulting Group in Canada, lecturing in economics at the University of Alberta. She held various roles in finance within AGT Ltd and BCT Telus Communications (including Finance Director).



Elaine Arden

Elaine was appointed to the role of Group Human Resources Director of RBS in October 2010 and prior to that was HR Director for RBS Business Services Division. Originally joining RBS as a graduate trainee in 1990, she spent two years as Head of Employee relations at Clydesdale Bank, before returning to RBS in 1998 as a senior HR partner. Elaine is a graduate of the University of Strathclyde, a fellow of the Chartered Institute of Banking in Scotland and a member of the Chartered Institute of Personnel & Development.



Veronique Arnoldi-Dargue

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



Annette Austin

Annette is a Managing Director and Global Chief Operating Officer for the RBS Markets business and a member of the Management Committee. Originally from Australia, where she joined ABN AMRO, Annette has held a variety of roles in functions including Finance, Operations and Compliance in different product areas such as Treasury, Fixed Income and Equities. She has also been involved with a number of initiatives covering Diversity and Sustainability as well as being a founding member of the Eco Markets initiative in 2006/7.



Sally Balcombe

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



Lorraine Baldry

Lorraine has over 35 years' experience in a wide range of industries including Financial Services, IT and Property. She has been Chairman of the London Thames Gateway Development Corporation, CEO of Chesterton International plc, a Senior Advisor at Morgan Stanley, MD and a member of the Executive Committee of Regus PLC, MD of Prudential Corporate Pensions, COO of Prudential Portfolio Managers and MD of its property investment division. Lorraine is a Board Member of the Olympic Delivery Authority and is Chairman of its Planning Committee. Lorraine is Chairman of Tri-Air Developments Ltd and a Governor of the University of the Arts London. She is a Member of the Institute of Management Information Systems, a Freeman of the Company of Information Technologists, an Honorary Member of the Royal Institution of Chartered Surveyors and a Past President of the British Property Federation.



Lynne Berry

Lynne Berry OBE has held five Chief Executive posts in £100million-plus public and voluntary sector organisations. She has been a Regulator and also a member of the Better Regulation Commission and its successors. She has held trusteeships of many varied organizations and is currently Vice Chair of the Canal and River Trust (British Waterways) and Trustee at the Anne Frank Foundation and Cumberland Lodge.



Anne Boden

Anne was head of EMEA, Global Transaction Services at RBS. Prior to joining ABN Amro in 2006, Anne was Chief Information Officer and a member of the Board of Directors of Aon Ltd, managing the acquisition strategy of this Fortune 500 broker. Previously Anne held senior positions at UBS, including heading strategy and planning for the EU region. Anne began her career at Lloyds Bank, then moved to Standard Chartered Bank where she was Head of Process and Systems, UK. This was followed by several years as a strategy consultant for Price Waterhouse, where she worked with leading banks in developing product strategies. Anne is a recognised and respected figure in global banking and in June 2010 Treasury and Risk Magazine named her as one of the ten most influential figures in Global Finance. Anne is a Pension Trustee for the RBS AA Pension Scheme. She is also a member of the Board of Governors of Middlesex University.



Julia Bond

Julia has had a 27 year career in capital markets, first with Bank of America, then 22 years with Credit Suisse where she was made Managing Director in 1997. Julia is a member of the EMEA Operating Committee and has led numerous strategic initiatives. She is currently NED of the Foreign & Commonwealth Office and of the Central London Community Healthcare NHS Trust. She is also a trustee of the Royal Academy of Dance and Womankind Worldwide and is VP of City Women's Network.



Sally Bridgeland

Sally is Chief Executive Officer of BP Pension Trustees, the corporate trustee of the BP Pension Fund. She is an actuary, an elected member of the Institute of Actuaries' Council and also a member of the UK actuarial profession's Management Board. Sally served as a co-opted member of the NAPF's Investment Council for two years. She holds a BSc in Mathematics from Imperial College London.



Dame Lynne Brindley

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



Anne Bulford

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



Gwyn Burr

Gwyn joined the Operating Board of Sainsbury in 2004 and is now the Customer Service/Colleague Director. She was previously at Nestlé Rowntree and ASDA/Wal-Mart where she held various Board level positions. Before joining Sainsbury's, Gwyn founded her own marketing consultancy, The Resultant Team. Gwyn became NED of the Financial Ombudsman Service Ltd in 2011.



Barbara Byrne

Barbara Byrne is a Vice Chairman in Investment Banking at Barclays Capital. She held the same position at Lehman Brothers, after 28 years in their Investment Banking Division. She has held senior management positions in the Energy and Technology Investment Banking Groups throughout her career and previously served as the senior member of Lehman's Equity Restructuring Group. She participates in industry conferences as a forum leader on strategic issues as well as trends. Barbara graduated from Mount Holyoke College and serves on its board of trustees.



Ann Cairns

Ann joined Mastercard in 2011 as President of International Markets, having previously held the role of head of the financial advisory group, Europe at Alvarez & Marshal. She previously worked as CEO of transaction banking at ABN Amro and spent 15 years at Citigroup. She is a member of the Board of Charity Bank. Ann holds a first-class degree in mathematics and a master's degree in statistics.



Eileen Campbell

Eileen is CEO at Millward Brown Inc and an Executive Officer at WPP. Eileen joined Millward Brown in 2000 as Chief Executive Officer of the company's North American business unit and now has responsibility for all Millward Brown's businesses around the world. She has provided marketing consultation to a variety of Fortune 100 companies in the consumer packaged goods, financial services, automotive, technology, entertainment, and advertising industries.



Anne Marie Cannon

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



Penny Chalmers

As Executive VP of Strategy at International Power, Penny is responsible for strategy and communications. She has 20 years of experience in the sector and has been with International Power since 1997. She is also a member of the Board of Suez Environnement SAS.



Helen Clatworthy

Appointed to their Operating Executive in October 2010, Helen is Imperial Tobacco's Group Supply Chain Director, responsible for supply chain activities across the group. She previously led the team responsible for the integration of the Altadis business into Imperial Tobacco.



Naomi Climer

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



Margaret Cole

Margaret is Executive Director of the Financial Services Authority, having previously been interim MD of the conduct business unit and MD of enforcement and financial crime. She has previously been General Counsel at Babcock and Brown Limited.



Deirdre Connolly

Deirdre assumed the role of President at GlaxoSmithKline North American Pharmaceuticals in 2009. Prior to this, she was President of the US operations at Eli Lilly, SVP in HR and held various other roles in sales and marketing. In addition, she sits on the Boards of Macy's and Indianapolis Opera as an NED. In 2010 she was voted Woman of the Year for the Healthcare Businesswomen's Association.



Jacynthe Cote

Jacynthe has been Chief Executive, Rio Tinto Alcan since February 2009 and has significant operational and international experience in the aluminium industry. Her previous roles in Alcan include president and chief executive officer, Bauxite & Alumina business group and senior management roles in business planning, human resources and environment, health and safety.



Bronwyn Curtis

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

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Rhian Davies

Rhian is a Partner of Electra Partners LLP. She joined EPL in 1992 from PricewaterhouseCoopers where she qualified as a Chartered Accountant. She represents Electra's interest on the Board of Lil-lets Group, and is a member of the Investment Committee at EPL.



Tania De Welzim

Tania is Group Financial Controller at Randgold Resources. She is a chartered accountant with ten years' experience in finance including eight years in the mining industry. She is responsible for financial reporting in the group as well as internal control procedures.



Barbara Deptula

Barbara has been Chief Corporate Development Officer at Shire since 2008. She is also Director of the Greater Philadelphia Chamber of Commerce. Barbara was previously President of the Biotechnology Division of Sicor. She held senior management positions in marketing, product development, licensing and business development at various companies. She has an MBA from Chicago Graduate School of Business.



Valerie Dias

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



Shona Dobbie

Shona is a Managing Director and Head of the Research Centre at Alliance Trust. Previous roles there include Chief Economist. Shona has a PhD from Imperial College London and is an honorary lecturer of economics at the university of Dundee.



Tanith Dodge

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



Isabelle Ealet

Isabelle is MD of European Securities and Co-Head of Securities for Goldman Sachs, having previously held the role of Global head of commodities and various other senior positions within the company since 2002. She joined Goldman in 1991 as an oil trader, becoming a partner in 2000.



Michelle Edkins

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



Kirsten English

Kirsten is an accomplished executive whose experience is as CEO, General Manager, Entrepreneur and NED from FTSE 100 to Startup Businesses. She currently works as Director of Investor Relations for Terra Firma Capital Partners in London and is an NED of Atrium Networks. She has a background in strategic development and operational improvement and has worked as: CEO of a Fund of Hedge Funds (Grenfell PAI), Entrepreneur in Residence at Warburg Pincus, co-founder of Radianz, and CEO of Reuters Norwegian and Icelandic operations. She has extensive international experience having lived in seven countries. She is an alumnus of St Anne's College Oxford and Wharton Executive Development Program.



Carolyn Fairbairn

Carolyn was Group Development and Strategy Director at ITV from 2007 to 2011. She is Chairman at Freesat and an NED on the Boards of the Vitex Group, FSA and Digital UK. Carolyn was previously a partner at McKinsey, Strategy Director at the BBC and a member of the Downing Street Policy Unit. She was a journalist for the Economist and World Bank. Carolyn holds a degree from Cambridge and an MBA from INSEAD.



Tory Frame

Tory heads Bain and Co's Consumer Products Practice in the UK and Ireland, their Post-Merger Integration Practice and Office of the Future. With 17 years in consulting, Tory is shaping the business direction of Bain's work in the UK, Ireland and across Europe. A partner since 2006, she helped launch the firm's New York office and has worked in Boston, Paris, Amsterdam and Brussels. Tory has an MBA with distinction from Harvard Business School and holds Master's and Bachelor's degrees in politics, philosophy and economics from Oxford University.



Jane Fraser

Jane is CEO of Citi Private Bank. She has held various positions with Citigroup including global head of strategy and mergers and acquisitions and has previously worked for McKinsey and Goldman Sachs. Jane has a Master's degree from Cambridge, and an MBA from Harvard.



Mai Fyfield

Mai was appointed Group Director of Strategy of BSkyB in July 2008 and is responsible for Sky's ongoing strategic direction, heading up a team that provides analysis and insight to advise on key decisions across all of Sky's activities. Mai was previously Deputy Head of Strategy and before that Deputy Chief Economist. She joined Sky in 1999, having spent 9 years working as an economic advisor to blue chip companies in a number of different industries both in the UK and the USA.



Olivia Garfield

A former Accenture consultant, Olivia joined BT in 2003 and quickly transformed the financial performance of its Integrated Teleweb Unit. She soon rose through the company becoming CEO of Openreach in 2011. In 2008 she was named one of PepsiCo's Business Women of the Future. She has an MBA from Cambridge.



Karen Geary

Karen has been HR and Corporate Communications Director for Sage Group since 2005, and has more than 20 years of international HR experience across a variety of industries, in companies such as Monsanto Inc., Electrocomponents Group, and Stena Line. Karen currently serves on the Advisory Board at Durham University Business School.



Sylvie Gregoire

Sylvie joined Shire in 2007 and is currently President of Shire Human Genetic. She has over 20 years of pharmaceutical and biotechnology experience. Sylvie recently served as Executive Chairwoman of IDM Pharma, after having been CEO of GlycoFi and having held numerous leadership positions at Biogen Inc. She received her Doctor in Pharmacy degree from the State University of New York.



Danuta Gray

Danuta is Chairman of Telefonica O2 Ireland, having been CEO of O2 in Ireland from 2001 to 2010. She was previously a director on the executive board of O2 plc, a senior VP of BT based in Germany and held several executive positions in BT UK. Danuta is an NED and Remco Chair at Aer Lingus, was on the Board of Telefonica Europe plc and Irish Life and Permanent plc and is currently studying for a DBA at Cranfield.



Joy Griffiths

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



Kate Grussing

Kate is the MD and founder of Sapphire Partners, a pioneering executive search firm which helps the UK's top companies manage their senior human capital. Previously in corporate finance and equities at JPMorgan and Morgan Stanley in addition to her years at McKinsey consulting to the sector. She is originally from the US but has worked in the UK for 20 years. She is active with several charities including Working Families and the Prader-Willi Syndrome Association. In 2009 she was named as one of Red Magazine's Red Hot Women for her work mentoring and championing corporate flexibility. She was shortlisted for the CBI First Women's award in 2008. She is a member of Wellesley College's Business Leadership Council and the British Association of Women Entrepreneurs. She has an MBA from Dartmouth and a BA from Wellesley.



Oonagh Harpur

Oonagh's business career includes 15 years in CEO roles and spans the public and private sectors, including consulting and mentoring. She has worked in the UK and USA in firms ranging from the Coal Board, Spicer and Pegler Accountants, Strategic Planning Associates and BLP, a City law firm where she was the first non-lawyer CEO. She has recently retired from Linklaters LLP where she combined the dual roles of Partnership Secretary and Director of Corporate Responsibility, chairing the global committee of partners responsible for the firm's investment in communities across the world. Oonagh was NED of Hillingdon Health Authority for 4 years, a committee member of the RSA Ethics in the Workplace Forum, and is also a Trustee of the Scientific and Medical Network.



Christine Hodgson

Christine is Executive Chairman of Capgemini UK plc and sits on the Group Management Committee. In 2011, Christine was named Woman of the Year at the CWT Everywoman in Technology Awards. Her previous roles with the Group include CEO, Technology Services North West Europe, and CFO for both Capgemini UK plc and the Global Outsourcing Division, a role in which she won Finance Woman of the Year at the First Women Awards. Prior to joining Capgemini, Christine was on the Board of Ronson Plc, after qualifying as a Chartered Accountant at Coopers & Lybrand. Christine sits on the Board and Finance and Risk Committee of Business in the Community. She is also a Board member and Audit Committee member for MacIntyre Care, a leading charity providing services for individuals with learning disabilities.



Charlotte Hogg

Charlotte became Head of Retail Distribution and Intermediaries at Santander in 2011, having previously been Managing Director of Experian UK and Ireland in 2008. Prior to that she was MD of Discover Financial Services and Group MD at Morgan Stanley. Charlotte has a BA from Oxford University and was a Kennedy Scholar at the Kennedy School of Government, Harvard University.



Rebecca Hughes

Rebecca has been Head of Investor Relations at SVG Capital since 2005. Prior to joining SVG Advisers, she was head of client services at Global IR. She also worked at Taylor Rafferty, a leading IR consultancy where she managed a wide variety of investor programmes for publicly quoted companies. She has a degree in Politics and International Relations from UWE, Bristol.



Orlagh Hunt

Orlagh became Group Human Resources Director at the Royal & Sun Insurance Group in 2006. She was previously Head of Human Resources for AXA Sun Life and has previously worked at Pepsi Cola, Walkers and Tesco in a variety of HR management roles. Orlagh is a member of the Chartered Institute of Personnel and Development and has a BA from Oxford University.



Anne Hyland

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



Claire Ighodaro CBE

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



Donna Imperato

Donna is a Division CEO and President at WPP where she has guided the agency from revered boutique to global leader admired for its uncompromising commitment to creativity. Donna has over 25 years experience in communications and has advised many of the world's biggest brands. She's been named on PRWeek's "Power List" (2008) and in 2009 was inducted into the PRNews Hall of Fame.

100 Women to Watch



Anne Jaeger

Anne became Chief Auditor at RSA Insurance Group in 2008. Prior to that she was Regional Chief Auditor, in Denmark. She was part of the Codan Group Executive leadership team and was previously CFO at Maersk Data and CFO at Codan. She spent 13 years with KPMG as a State Authorised Public Accountant. She holds an MSC from Copenhagen Business School.



Debbie Jones

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



Lesley Jones

Lesley is an experienced senior banking executive accustomed to operating at Board and Exco level, with 30 years' experience and a track record of delivery in risk management, leading strategic and cultural change across organisations. She has extensive industry and product expertise in the energy, project finance, shipping and telecoms industries in OECD and emerging economies, with a solid understanding of corporate fund-raising techniques in the debt and equity capital markets.



Sue Kean

Sue became Group Risk Officer at Old Mutual at the start of 2012. Prior to that she was Head of Compliance at Old Mutual and Chief Risk Officer at Friends Provident. Sue is a Chartered Accountant and is a member of the Institute of Chartered Accountants in England and Wales (ICAEW). She was previously Committee Chairman at the International Association of Insurance Supervisors.



Sheila King

Sheila became Division Director of Group Retail Leasing at Hammerson in 1994, after holding various positions at Capital Shopping Centre. She is a founder of Cafe Rouge, Gourmet Burger Kitchen, Restaurant Group and Wagamama Group. Sheila is also an Advisor for the British Council of Shopping Centres and is a member of the Royal Institute of Chartered Surveyors.



Charlotte Lambkin

Charlotte joined BAE Systems as Group Communications Director in December 2004 and has responsibility for internal and external communications worldwide. Previously she spent ten years working in consultancy for Bell Pottinger where she specialised in investor relations, crisis management and media relations for large international companies in a variety of sectors. In 2008 Charlotte was appointed to the Executive Committee of BAE Systems which has responsibility for running the 105,000 strong global business.



Shelly Lazarus

Shelly has been Executive Officer at WPP since 2008. She has held top level roles in Ogilvy & Mather Worldwide such as CEO and Regional President. She is also a Senior Advisor with RRE Ventures. Her Board experience includes NED (General Electric, Merck & Co, Ogilvy & Mather Worldwide, Ann Taylor Stores, Retirement Equities Fund) and as an ED (Ogilvy & Mather Worldwide). She is repeatedly in Fortune's list of 50 Most Powerful Women.



Tiina Lee

Having worked with Deutsche Bank since 1997, Tiina is Head of UK Strategy and European Head of Financial Institution Capital Origination. She has also worked for Lehman Brothers and Hill Samuel Bank.



Margaret Loebel

Margaret has served as Corporate Vice President, Chief Financial Officer & Treasurer at a public company, TechTeam Global Inc. She has over 25 years of experience in finance with approximately 15 years as a financial officer of a multi-billion dollar operation. Margaret has a proven track record in a variety of business cultures as a committed strategic partner, developing financial solutions while driving global profits and ensuring strong accounting and internal control practices. She has worked in the US, Germany, Mexico, Canada and Brazil. Margaret has an MBA in Finance and International Business from the University of Chicago Booth School of Business.



Cathryn Lyall

Cathryn is head of the London office and NED of BM&F Bovespa, the Brazilian securities, commodities and futures exchange, the largest in Latin America and third largest in the world. She previously worked as Chief Operating Officer at ICAP and Head of EMEA for the Chicago Board of Trade.



Lesley Lynn

Lesley is Head of Institutional Recovery Management, EMEA for Citigroup having joined Citibank straight out of Oxford University in 1977. She was a founding member of the Citi Women network in 1998 and is a Liveryman of the Guild of International Bankers.



Dr Natalie-Jane Macdonald

Dr Macdonald is currently Managing Director of Bupa Health and Wellbeing – Bupa's UK business. She has worked for Bupa for more than 10 years, and was previously Head of Medical Ethics at the British Medical Association. She is on the Council of the Consumers' Association and on the Board of Which? Ltd.



Amanda Mackenzie

Amanda is the Chief Marketing & Communications Officer of Aviva plc. She has over 20 years of experience in advertising and marketing, with senior roles at BT and British Gas before joining Aviva in March of 2008. Amanda is President of the Marketing Society, a Board member of the National Youth Orchestra of Great Britain. She joined Mothercare board as NED in 2011 and is a member of Lord Davies Steering Group for Women on Boards.



Silla Maizey

Silla Maizey is Division MD of British Airways PLC. Prior roles include Head of Corporate Responsibility, Head of Procurement and finance positions in BA and HSBC. She previously sat on the boards of WNS (Holdings), AAA, Airline Group and Bar UK. Silla is Vice President of the Chartered Institute of Purchasing and Supply and was Director of the British Airways Flying Club (BAFC).



Maggy McClelland

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



Kim McFarland

Kim is Chief Operating Officer for Investec Asset Management after joining them in 1993 and spending the early part of her career with PWC. She also holds Board positions for Investec Asset Management Ltd and Investec Asset Management Holdings Pty Ltd. She has an MBA from the University of Cape Town.



Nayna McIntosh

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



Lynne Peacock

Lynne is an NED of Nationwide Building Society having previously held the role of CEO of Clydesdale Bank from 2004-2011 and sat on the Group Executive (UK) of National Australia Bank. Prior to that Lynne had 17 years at Woolwich Ltd., where she rose through various positions to become CEO.



Alison Platt

Alison Platt is a Divisional Managing Director at Bupa, responsible for Europe and North America. Alison was also COO of Bupa Hospitals, before its sale in 2007. Prior to working for Bupa Hospitals, Alison spent eleven years in Bupa's UK insurance business, latterly as Deputy Managing Director. Before joining Bupa she held a number of key positions in British Airways. In May 2009 Alison became chair of Opportunity Now. In 2011 she was appointed a CMG for her services as NED on the Board of the Foreign & Commonwealth Office.



Maria Ramos

Maria is a Group Divisional CEO at Barclays and a Board CEO of ABSA Group. She is an NED of Compagnie Financiere Richemont SA and has held NED positions at Sabmiller, Remgro and Sanlam Life. She was a Director General in the South African government and has lectured at the University of Witwatersrand in South Africa and at LSE in the UK. In 2007 she was ranked 14th in Fortune's Most Powerful Women in International Business.



Tanuja Randery

In COLT Telecom Group, Tanuja is Regional Division MD for Colt Enterprise Services. She was previously Vice President of Global Strategic Initiatives and Vice President of Software Operations at EMC Group. Prior to EMC, Tanuja was associate partner at McKinsey & Company. Tanuja has worked extensively in India and the US. She holds an MBA from Boston University.



Dame Fiona Reynolds

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



Susan Ringdal

Susan joined HIKMA Pharmaceuticals in 2005 as Investor Relations Director, being appointed VP Investor Relations in 2010. She previously worked for the pharmaceutical distribution and retail pharmacy group Alliance UniChem plc as Investor Relations Manager. She also has experience as an equity analyst at Morgan Stanley in London. Susan holds a BA in History from Cornell University and an MBA from London Business School.



Henrietta Royle

Henrietta Royle is currently working as strategy consultant having recently stepped down as COO of City University. Henrietta started her career in investment banking with Manufacturers Hanover, NM Rothschild and BZW with international clients in the emerging markets. This led to the role of CEO of CEENET (set up by the Corporation of London to promote financial services to Eastern Europe) and subsequently Deputy CEO of British Invisibles (now IFSL). She was educated at Cambridge University, London Business School and Harvard Business School. She sits on the Boards of the UK Career Academy, the Share Foundation and W J Wright Ltd.



Ouma Sananikone

Ouma is a corporate director with extensive experience on the European and Asian financial markets. She has worked for 25 years in banking, financial services and investment management. She is Chairman of Smarte Carte International and an NED of Icon Parking Systems and Air-Serv. She has been a Board member of numerous public and private companies, as well as charitable organizations, in Australia and elsewhere. Her special areas of interest are governance, ethics, community and leadership.



Rosalyn Schofield

Rosalyn is currently Head of Legal, Property and Company Secretariat at Associated British Foods, overseeing all international risk management and over 600 companies within the FTSE50 group. Previously with JD Wetherspoon Plc as Executive Board Legal Director for 10 years from 2001, she qualified as a commercial property solicitor in 1982. She is a Trustee of Primark Better Lives Foundation and is sponsored by ABF as a mentee in the FTSE 100 cross company mentoring scheme.



Sue Scholes

Sue has been Director of Communications and Investor Relations at AMEC since 2007. Prior to that, she was Head of Investor Relations at Brambles Industries and held various positions, including finance roles, at Cadbury Schweppes, Esso and GKN. Sue is a Chartered Management Accountant.



Dominique Senequier

Dominique is Chief Executive of AXA Private Equity, a firm that advises and manages \$25bn in assets with eight offices across three continents. She was ranked 50th in the world's most powerful women in 2009 by Forbes magazine. Dominique is a member of the Boards of Hewlett Packard, Schneider Electric SA and Cir-Compagnie Industriale Riunite Spa.



Nicola Shaw

Nicola has been with FirstGroup since 2005 and is now a Strategic Advisor to the CEO. She has also been on the Board of FirstGroup and a Divisional Managing Director with the company. Prior to joining FirstGroup Nicola was a Managing Director at the Strategic Rail Authority and had various roles at Halcrow Holdings, London Transport and World Bank. She is also an NED with Aer Lingus. Nicola holds degrees from Oxford University and MIT.



Ann Sherry

Ann has been Regional CEO of Carnival Australia since 2007. She has held senior bureaucratic roles in the Australian Government, as well as CEO positions at Westpac and the Bank of Melbourne. She holds NED positions on a number of Boards including ING Bank (Australia) and the Australian Indigenous Education Foundation. She holds prizes such as the Queen's Award and the Australian Government's Centenary Medal.

100 Women to Watch



Julia Simpson

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



Joanne Skilton

Joanne joined the Capital Shopping Centres group in November 2008 and is Director of Retail & Leasing. She held previous roles as Retail and Leasing Director at McArthur Glen and Head of Retail at Heathrow Airport. Prior to joining CSC, Joanne managed her own consultancy business, counting Luton Airport among her client base.



Louise Smalley

Louise has been HR Director at Whitbread since 2007. Previously, she was HR Director for Whitbread Restaurants and David Lloyd. Louise is a trustee at People 1st Ltd.



Helen Stevenson

Helen is an Executive Officer at Yell Group PLC and Chief Marketing Officer of Yell Ltd. She currently holds a non-executive directorship at the Department for Work and Pensions. Previous roles include Regional Director at Mars Confectionery, where she worked for 18 years, and more recently Marketing Director at Lloyds TSB Group. Helen has a degree from Cambridge University.



Catherine Tanna

Catherine is an Executive Vice President at BG Group, and has also been a Managing Director at Queensland Gas since April 2009 and NED of Reserve Bank of Australia since 2011. She has previously held the role of Division Executive VP at the Royal Dutch Shell Group.



Lynn Tetrault

Lynn has been Executive VP and Head of HR and Corporate Affairs at Astrazeneca since 2007. She is currently a Board member of Medimmune Inc and was Board member of the Human Resource Planning Society. Lynn holds qualifications from the University of Virginia School of Law and Princeton University.



Maria Thompson

Maria Thompson became Commercial Director at the Home Retail Group in 2006. Previous roles include Commercial Director at Argos.



Caroline Thomson

Caroline has been Chief Operating Officer at the BBC since 2006, with responsibility for policy, strategy and major infrastructure projects. She is an NED of Digital UK Ltd, The Pensions Regulator and a Trustee of the BBC Pension Fund. She is also on the Board of Trustees of the National Gallery.



Kathryn Turner

Kathryn has been HR Group Director for Imperial Tobacco, since 2002. She sat on the Board of Altadis as an NED and on the Board of Somerfield as an ED. Prior to that, Kathryn was Operations Director at United Kenning.



Sophie Turner Laing

Sophie was appointed Managing Director of Entertainment and News in March 2007 and has overall responsibility for Sky's portfolio of entertainment and news channels including Sky 1, Sky News, Sky Arts, Sky Atlantic, Sky Living and Sky Movies, as well as Broadcast Operations, Network Planning and the Sky Creative Agency. Prior to joining Sky in March 2003, Sophie held a number of senior roles at the BBC and Flextech after beginning her television career at Henson International Television.



Sarah Turvill

As Chairman of Willis International, Sarah is responsible for the Group's 44 subsidiary companies worldwide, its investments and its correspondent partners. She has been instrumental in building the Willis' European network as well as the Group's operations in China, Latin America and India. Prior to her current position, Sarah had been CEO of Willis International since 2001, moving to that position after six years as a regional CEO.



Angela Williams

Angela joined Centrica plc as Divisional Director HR for British Gas. Prior to this she was HR Director at Land Securities, Regional HR Director for Europe at Electronic Arts and HR and Development Vice President at Tradus. Throughout her career, Angela has also held managerial roles at Walt Disney, BH Blackwell and was Advisor for Esso. Angela is on the Board of Central and Cecil Housing Trust.



Karen Wood

Karen has been Group Executive and Chief People Officer and Public Affairs Officer at BHP Billiton since 2010. Previous positions include Chief Governance Officer, Group Company Secretary, Special Adviser and Head of Group Secretariat. She sits on the Board of Business for Millenium Development and is a member of the Takeovers Panel, a Fellow of the Institute of Chartered Secretaries and a member of the Law Council of Australia.



Loraine Woodhouse

Loraine became Finance Director of Hobbs in 2011. Prior to that she was Capital Shopping Centres' Finance Director. She has previously worked with Whitbread, where she held the role of Division Financial Director for Costa Coffee. Loraine also held various senior finance positions within Credit Suisse and Kingsfisher.



Rebecca Worthington

Rebecca was appointed as Finance Director of Quintain in 2001 and also has day to day responsibility for the Group's activities at Greenwich Peninsula. She also Chairs the Risk Committee. She qualified as a chartered accountant with PWC in 1997 and worked as Financial Controller of Britton Group plc prior to joining Quintain in 1998 as Group Accountant. She held a number of roles, including Company Secretary before being appointed to her current position on the Board. Rebecca sits on the Advisory Board of the Association of Corporate Treasurers.



Denise Wyllie

Denise is Co-chief Operating Officer, EMEA, India and Asia for Goldman Sachs. She joined Goldman in 1994 as manager of foreign exchange operations in London and has held roles in energy, commodity and derivatives operations. Before joining Goldman Sachs, Denise previously worked for Citigroup and Whitbread Beer. She is Director of Columbia Natural Resources LLC and holds NED positions with LCH Clearnet Group Ltd, European Power Source Company (UK) Ltd and Rothesay Pensions Management Ltd.



Gulshat Zholamano

Gulshat joined Kazakhmys in 2005 as the Director of Financial and Technical Control Department and was appointed Vice Chairman for Financial and Economic Matters in 2008. She graduated in Information Systems in Economics from the Kazakh State Management Academy.