

## 100 WOMEN TO WATCH 2015

Dr Patricia Pryce, Cranfield International Centre for Women Leaders  
Jacey Graham, Director, Brook Graham Diversity & Inclusion Consultants

This is the 6th edition of The 100 Women to Watch supplement which was introduced in the 2009 Female FTSE report. It has developed into a highly respected reference point for search firms, nomination committees and others with the opportunity to influence shortlists for Non-Executive Director positions in FTSE 350 companies.

It is not an exhaustive or definitive list of the only talented women available for board positions; neither is it attempting to represent the best 100 women by dint of validated criteria; other lists do this in their respective fields. Our aim with the supplement is to continue to highlight the broad and deep female talent pool for 'UK plc' to draw on, by showcasing different talent and, in so doing, to refute the myth that there is a limited supply of willing and able women to take on board-level accountability in UK listed companies.

This year's list includes women who hold senior executive roles in FTSE 250 firms and other significant organizations such as (but not exclusively) large non-listed companies, major charities, professional services firms, educational institutions and NHS Trusts. In order to ensure that the pool includes as many new women as possible, we have not listed anyone who has been on the list twice before, or who is already an NED on a FTSE 350 Board and presumably, therefore, well known to the search community. For the same reason neither have we included anyone who is an Executive Director on the main board of a FTSE 100 company, as these women are already highlighted in this report.

Dr Patricia Pryce and Jacey Graham would like to thank their associates and colleagues who have helped them in identifying this year's list of accomplished women and give special thanks to Sapphire Partners and Fiona Hathorn (Women on Boards).

Over the last 6 years more than 30 women from our lists have been appointed to ED or NED positions with FTSE 350 organizations. This year, we are delighted to confirm that from 2014's 100 WTW **Penny James, Group Director of Finance for Prudential was appointed NED for Admiral Group plc in January 2015, a FTSE 100 company. Ann Cairns who is President of International Markets for MasterCard Worldwide was also appointed NED for FTSE 100 listed AstraZeneca plc** in April 2014; Ann was featured in our 2013 supplement.

We offer Penny and Ann our congratulations on their appointments.



Penny James  
NED Admiral Group



Ann Cairns  
NED AstraZeneca

**Sue Amies-King**



Sue is currently the Business Retail Director for United Utilities and is part of their Senior Executive Team, having joined them in June 2012. Sue has previously held senior roles in Customer Service, Strategy and Marketing at Aviva, the UK's largest Insurer, where she was responsible for the development and delivery of a Customer Strategy to increase customer advocacy and create value from the combined General Insurance and Life Insurance customer base of 14m customers. Prior to joining Aviva, Sue worked for Yorkshire Electricity where she led the Retail Sales Marketing Function.

**Professor Madeleine Atkins CBE**



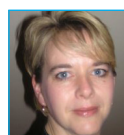
Madeleine became Chief Executive of the Higher Education Funding Council for England in 2014 having served on its Board and Audit Committee. Previously, she was Vice Chancellor at Coventry University where she also served as Deputy Chair of Advantage West Midlands' Council for Innovation and Technology. Internationally, Madeleine has served as Deputy Chair and Council Member of The Association of Commonwealth Universities (ACU). She has also been a Member of Universities UK's Employability Business and Industry Policy Network and an Associate on The Engineering Council. Madeleine is a Trustee of the National Endowment for Science, Technology and the Arts, a Companion of the Chartered Management Institute and a Fellow of the RSA. She was member of the CBI's Higher Education Task Force and has also represented academia on the "Fair Access to Professions" Cabinet Office Panel.

**Penny Avis**



Penny joined the board of Equitable Life in January 2015. A Chartered Accountant, Penny is a former Deloitte corporate finance partner with wide-ranging merger and acquisition and accounting experience. Penny was an elected Non-Executive Board member at Deloitte UK LLP responsible for oversight of executive management and acted as a mentor to partner-track directors. Prior to Deloitte, Penny worked for PwC and Arthur Andersen. She is also an NED, and Chair of the Audit Committee at Envestors Ltd, a private corporate finance business.

**Annette Barnes**



Annette has been the Managing Director of Customer Operations for Lloyds Banking Group with responsibility for Retail Operations, Secured Lending Operations, Commercial Banking Operations, Insurance Operations and Credit Operations for all Group brands since 2013. Annette is also the Lloyds Banking Group Northern Ambassador for the North of England (North East and North West government regions). Annette joined Lloyds Banking Group in January 2011, originally as the Director of Retail & Wealth Operations and was later appointed Group Change Programme Director, with responsibility for the Group-wide End to End Simplification Programme. Annette was also an Executive/Non-Executive Board member of seven Bank of America subsidiary companies.

**Dr Jennifer Barnes**



Jennifer has extensive experience in the public and private sectors, negotiating and establishing international collaborations in the sciences, humanities, technology and the arts. She is Pro-Vice Chancellor for International Strategy at Cambridge University. Jennifer was the first Director of Global Education for BP, where she advised colleagues in over 25 countries on how to establish partnerships between business, governments and the university sector. She continues to advise organizations on governance, organizational culture, policy and

strategy. Jennifer has held the posts of Associate Professor at the Academy of Music and the Royal College of Music, and Principal and Dean of Trinity College of Music.

**Sharon Baylay**



Sharon was appointed an NED of ITE Group plc (a FTSE Small Cap) on 1 April 2014. She is Non-Executive Chairman of Dot Net Solutions Ltd, and NED of Restore plc. From 2009-2011 she was Marketing Director and Main Board Director of the BBC, responsible for all aspects of Marketing, Communications and Audiences. She was also on the Board of BBC Worldwide, Freesat and Digital UK. Prior to BBC, Sharon held a number of senior roles at Microsoft Corporation over a period of 15 years from 1993-2008, including General Manager of the UK Online and Advertising business. Sharon is an Advanced Coach & Mentor, accredited by the Chartered Institute of Personnel and Development (CIPD) and a Member of Women in Communications and Advertising, London (WACL).

**Diana Billingham**



Diana is the Global Solution Director for Computer Sciences Corporation (CSC), a company she joined in 2006. Diana works in a pre-sales role for multi-national clients in financial services, automotive and diversified sectors. With over 25 years' experience in IT, Diana has had in-depth exposure across the full range of services in consulting, digital transformation, cloud strategy and development, SaaS, ERP, system integration and outsourcing. She has gained diverse knowledge and experience in business development and growth, global partner management, delivery, cloud technologies, commercial and operational management within international markets including the UK, Europe and the US.

**Andrea Blance**



Andrea was previously Strategy & Marketing Director and Finance Director, Group Chief Risk Officer and Group Financial Controller of the Savings Division at Legal & General Group plc. She has over 25 years of financial services experience and is a fellow of the Association of Chartered and Certified Accountants. Andrea has an MBA from City University Business School and a BSc from The London School of Economics and Political Science.

**Britta Bomhard**



Britta is Managing Director Europe and President Sofibel for Church & Dwight Incorporated, the makers of consumer goods Arm & Hammer, Pearl Drops, First Response, Batisse, Sterimar, Orajel – brands manufactured in Folkestone, Kent. She started her career in marketing at GlaxoSmithKline in Germany. She progressed into international marketing for Wella AG. In 2005 she became Marketing Director Europe for Wilkinson Sword based in the UK. After the integration with Energizer batteries, she assumed general management responsibility for the Nordics and Austria. From 2009 to 2013 she was General Manager for Energizer in Spain and Portugal, based in Madrid. Britta has had scholarships from Fulbright, DAAD and Erasmus. She is an active member of the Women's Network Generation.

**Evelyn Bourke**



Evelyn qualified as an Actuary in 1987 and joined Bupa on 24th September 2012 as the Chief Financial Officer, responsible for Finance, Actuarial, Treasury, Tax, Internal Audit, Risk, Purchasing and Company Secretariat. She is a main Board Director of Bupa along with the CEO. Evelyn started her career in Ireland in life insurance before moving to London in 1991 to join Tillinghast Towers Perrin (TTP). She became a principal of TTP

before moving back to the corporate world in 2001. She has held a range of senior management roles, with an emphasis on finance and strategy in organizations such as St James's Place (a wealth management company), Standard Life and latterly Friends Life, before joining Bupa. In addition to Evelyn's role at Bupa, she is an NED for IFG Group plc, sits on the Board of Opportunity Now (a Business in the Community programme focused on gender diversity) and additionally serves on the Prince of Wales CFO Network.

**Anne-Michele Bowlin**



Ann-Michele joined Intertek Group plc in August 2009 as Global VP for Shared Services, quickly becoming Head of IT Business Systems and Infrastructure where she collaborated with the business and financial leaders to establish the foundational elements of Intertek's global IT strategy and improve the company's IT support services. She was appointed Chief Information Officer in September 2010 and is now responsible for driving the Group's IT strategy and its alignment with the wider organization. Prior to joining Intertek Group, Ann-Michele worked with EY, having previously held multiple leadership and operational positions in a variety of industries including manufacturing, technology, travel and professional services.

**Catherine Bradley**



Catherine joined the Financial Conduct Authority (FCA) Board in August 2014. Prior to her appointment she was Head of Equity Advisory Asia Pacific at Société Générale, a post she had held since June 2013. Previously Catherine worked at Credit Suisse from 2003-2012 where for the last four years she was Head of the Equity-Linked Solutions Group Asia Pacific. From 2003-2008 she was Head of Derivatives Coverage for UK Corporates and Government as well as European Financial Sponsors. Prior to joining Credit Suisse, Catherine worked at Dresdner Kleinwort Wasserstein from 2000-2003 as Head of Block Monetisations and Convertible Teams. She has also worked for BNP Paribas and Merrill Lynch.

**Helen Buck**



Helen was appointed to the Operating Board of Sainsbury's on 19 July 2010 as Convenience Director and was subsequently appointed Director - Business Development in May 2014. She is also responsible for Mobile by Sainsbury's and Sainsbury's Energy, this includes Sainsbury's Online. Helen joined Sainsbury's in 2005 and, after spending four years running Brand Communications, moved to Trading as Business Unit Director, Grocery in 2009. Before joining Sainsbury's, Helen held a number of senior positions at Marks & Spencer, Woolworths and Safeway and was a senior manager at McKinsey & Company. Since December 2011 Helen has been an NED for LSL Property Services plc.

**Beatriz Butsana-Sita**



Appointed Managing Director of BT Global Telecom Markets (GTM) in 2010, Beatriz joined BT in 1995 as a principal consultant in BT Consulting, after working in Belgium and the United States with KPMG and Utility Management Consultancy. She gained her BT international experience in business development, where she contract-managed major global accounts. She then set up BT's managed hosting business in Germany and Benelux, and later served as a director of marketing propositions for BT Retail in the UK. Before joining GTM, she led BT Retail call centre-based sales operations in the SME market and desk-based corporate account management.

**Marcia Cantor-Grable**



Marcia has over 35 years' experience operating at Board and Executive levels of management in banking, insurance, consumer, and corporate financial services principally at Prudential plc, GE Capital and Mellon Bank. Previous to her current role as Director, Emerging Risk & Regulatory Developments in Prudential plc, Marcia was the Chief Risk Officer and Chief Compliance Officer of Prudential UK & Europe. Since 2011 she has been a Member of the Audit Committee of M&G Asset Management. She has wide experience in risk management, corporate governance, compliance, assurance, credit underwriting and trade finance. Marcia was the CEO & President of the GE Employee Benefits Group beginning in 2000 serving the small to mid-sized market across the US with work-site fully insured medical, dental, life, and disability insurance before taking up the position in 2004 of CEO Genworth Mortgage Insurance - Europe, headquartered in London.

**Elizabeth Chambers**



Elizabeth is Chief Marketing and Business Development Officer at Freshfields Bruckhaus Deringer, the global law firm, reporting to the firm's Managing Partner, based in London. From mid-2006 - end 2009 she held a range of senior marketing roles at Barclays, most recently serving as Chief Marketing Officer, Global Retail and Commercial Banking and Barclaycard. She also led Barclaycard's co-branded credit card issuing business in the UK for three years. Prior to her tenure at Barclays, Libby was the Chief Marketing and Strategy Officer at Bingham McCutchen, a US law firm. She has also held C-level marketing and business development roles at Bank of America and the Reader's Digest Association. Earlier in her career, Libby was a Partner in the Financial Institutions and Organization practices at McKinsey & Company. While at McKinsey, she co-authored the renowned "War for Talent" study, published in Fast Company, the Harvard Business Review and several other publications, including the McKinsey Quarterly.

**Liz Chandler**



As Director of Corporate Development at Merseytravel, Liz has led an organization-wide transformation programme that has helped the business achieve a £4.7 million saving. She has also established Merseylearn, a unique management and trade union partnership designed to upskill transport workers and professionalise and raise the profile of the industry. The Merseylearn project is now externally recognised as a leading edge programme in learning and development. Liz also plays a strategic role in the development and implementation of Local Employment and Skills Action Plans across the Liverpool City region, helping to tackle worklessness and NEET unemployment. In 2007, she was awarded the Linda Ammon Award at the UK National Training Awards for her dedication to developing people.

**Sally Clark**



Sally was appointed Chief Internal Auditor for Barclays in July 2014. Her role is to run the 650 strong global function as it provides assurance to key stakeholders on the effectiveness of the control environment at Barclays, thus helping the bank become 'Go To' through a continuous programme of improvement within the bank and the function itself. Sally was previously the Chief of Administration for BIA with responsibility for Strategy and Professional Practices. Before Barclays, Sally worked for RBS where she was Head of Operational Risk, Global Banking and Markets and held various audit roles in Wealth and Corporate Markets along with heading up Audit Strategy, Operations and Development. Her early banking career was with JPMorgan Chase where she became Audit Partner and Co-Head of Investment Banking Audit for EMEA. A qualified Executive coach Sally also

mentors staff within Barclays and champions Diversity Initiatives across the Bank.

### Penelope, Viscountess Cobham CBE



Lady Cobham became Chairman of VisitEngland, the national tourist board, in April 2009 and was reappointed by the Government to continue her role until 2017. In 2015 Lady Cobham joins the Advisory Board of Linley. Previously she served on the boards of the English Tourist Board, English Heritage, the Countryside Commission and Historic Royal Palaces before moving to act as the Special Adviser on tourism and heritage in the newly created Department of National Heritage in 1992 (now DCMS) and sits on the boards of the V&A, British Waterways and the London Docklands Development Corporation. Her experience in the private sector includes chairing for 14 years regional radio station 100.7 Heart FM and board membership of Heart London. She has also chaired the British Casino Association and has been a consultant with accountants EY and lawyers Farrers, Park Resorts and Citi Private Bank.

### Victoria Cochrane



Victoria is an NED for HM Courts & Tribunals Service and Chair of the Audit Committee. HMCTS is responsible for the administration of all the courts and tribunals with an annual turnover of £1.8bn, assets of £3bn and 18,000 staff. Victoria started out as a solicitor who then joined EY as General Counsel and spent 20 years as a Partner, ultimately responsible for Risk and Quality worldwide. Victoria's last five years at EY were spent as a Member of the Global Executive Board, chairing the Audit Committee and Risk Committees, and as an NED for Gloucester Insurance Ltd. Victoria is also a Non-Executive Director of Bowater Industries, a technology start-up company with innovative products in holographics, printed electronics and nano fibres.

### Alex Cole



Alex joined Bupa as Director of Corporate Affairs from J Sainsbury plc, where she was responsible for the company's corporate responsibility and communications. Prior to this, she was MD of the Corporate Practice at Freud Communications. Alex was previously Director of Corporate Affairs at Cadbury plc, where her ten years also included time as Marketing and Innovation Director for Europe, the Middle East and Africa. Alex began her career in public affairs, working as Special Adviser to the Rt Hon Jack Straw MP.

### Kay Ellen Consolver



Kay Ellen is an experienced director in the oil and gas and mining industries with a special interest in corporate governance and global expertise in audit, finance, law, operations and risk management from her 20 years as a senior executive at ExxonMobil and her board service as an independent director.

She currently sits on the Supervisory Board of Thyssen Petroleum, a privately held upstream oil & gas company and has previously sat on the Board of Russian Platinum, a mining company, chairing the Nominations Committee and Working Committee on Corporate Governance and serving on the Audit, REMCO and Operations Committees. She has a distinguished portfolio as a Charitable Trustee and has contributed extensively to the women on boards' dialogue.

### Diane Côté



Diane joined London Stock Exchange Group in early 2012. Since joining she has held the positions of Head of Risk and Chief Risk Officer. She was appointed Chief Risk Director and Head of Internal Audit in June 2013. Diane was previously Aviva

plc's Chief Finance Operations Officer. Previous to this, Diane held the position of Aviva's Chief Audit Officer. Diane has many years' experience holding senior positions within Aviva and other leading organizations, including Standard Life Assurance. Diane is also a panel member for the Internal Audit Standards Advisory Board (IASAB).

### Jackie Cupper



Jackie is Global Head of Workplace Design and Amenity Services for GlaxoSmithKline. Before joining GSK, Jackie was Operations Director at Spirit Pub Company (then Punch Taverns) which she joined in 2009, following a remarkable career. After becoming the youngest ever Operations Director at Gardner Merchant (now Sodexo) at the age of 27, she set up her own consultancy service, J.K. Broxton Associates. Jackie has also held senior positions at Granada Food Services and Aramark, where she was responsible for £150 million turnover and achieved 98 percent business retention in the UK, before taking on the role of Vice President for the company's mid-Atlantic region in the USA. Jackie is a member of the Hotel Catering and Institutional Management Association.

### Penny de Valk



Penny was appointed Managing Director of Penna Talent Practice in February 2014, following Penna's acquisition of the Saville Group which comprised Fairplace, IDDAS, and talent management consultancy Cedar, of which Penny was appointed CEO in October 2011. Penny is currently leading the development of the new Talent Practice at Penna plc which delivers professionally accredited coaching, leadership development and talent management solutions to help organizations be competitive in a recovering economy. Previously, Penny was Chief Executive at the Institute of Leadership and Management (ILM) for four years. Before this she ran the EAP and HR consulting businesses in the UK for Ceridian, a US\$1.5bn HR services organization. Born in New Zealand, Penny moved to the UK 15 years ago, before which she was Chief Executive of New Zealand's Institute of Management in Auckland for four years where she oversaw rapid growth and market impact.

### Marisa Drew



Marisa has held the position of Division MD with Credit Suisse giving her responsibility for the Investment Banking Division; she is also Co-head of Global Markets Solution Group. Marisa joined Credit Suisse in 2003 and held various positions including MD and Co-head of Leveraged Finance Origination EMEA. Prior to this Marisa held various positions with Merrill Lynch, Trump Group and Kidder Peabody Inc. In 2008 Marisa won the Women in Banking and Finance (WIBF) annual Achievement in Finance award and in 2013 was nominated by the BBC's Radio 4 Woman's Hour as one of the most influential women in the UK today.

### Anna Dugdale



Anna started her professional career as a Chartered Accountant before moving into the NHS in the 1990s. She is currently Chief Executive of Norfolk and Norwich NHS Trust, having been appointed to the position in 2008. The position gives Anna responsibility for the overall leadership of the Trust. Before the appointment she was Director of Resources with responsibility for the development and implementation of the Trust's financial strategy which then had an annual revenue of over £310m.

### Rebecca Dykema Quinn



Rebecca has over 12 years of experience in online media, marketing and technology, across North America and Europe. Today she is responsible for leading Google's relationship with one of the world's largest media agencies. Rebecca joined Google in 2012 via the landmark acquisition of Wildfire, a US-based, VC-backed social media technology company. As Wildfire's Director of European Strategy and Ops, she grew the team through the acquisition by Google. While in London, Rebecca earned an MBA from London Business School, has worked with Accel Partners, a leading VC firm and has acted as an advisor for a variety of UK-based start-ups.

### Pauline Egan



Pauline is a Strategy and Client Experience Consultant, with over 20 years' experience in financial services. She spent the early years of her career working with ABN AMRO in Dublin and Amsterdam. She later joined Royal Bank of Canada (RBC Wealth Management) working both in the Channel Islands and London. At RBC, she led the Affluent Business across EMEA, was Head of London and latterly Head of Strategy & Business Management with executive responsibility for Marketing and Communications. Pauline has held numerous board positions, including Chair of RBC Pension Trustees and Director of RBC Europe Limited. She is a Governor of Morley College.

### Charmaine Eggberry



Charmaine joined Avanti Communications in November 2014. Charmaine is an NED on the Board of GB Group plc, chairperson of Buzzmove, CEO of Plan B Consulting and is a Board member and Trustee of The Marketing Academy. Previously, Charmaine was Global Senior Vice President at Nokia and Managing Director & Vice President, EMEA at Research In Motion (BlackBerry). She also led Wayra, the digital accelerator and was an NED for Wayra UnLtd, a joint venture between the UK Government and Telefónica.

### Tazim Essani



Tazim joined Close Brothers in July 2009 as Group Head of Corporate Development with responsibility for strategy analysis, development initiatives and group acquisitions and disposals. She has extensive experience of managing large multicultural projects and diverse groups of people. Tazim previously held similar roles at Royal Bank of Scotland Group, General Electric and Misys helping each of these businesses grow across Europe and the US, mainly through acquisition. She spent her early career at Barings.

### Joanna Fielding



Joanna is the Chief Financial Officer for HSBC Technology & Services (HTS), and is responsible for driving all aspects of financial management across the global HTS organization, encompassing Technology, Operations, Corporate Real Estate, Procurement and Support Services. She is also a member of the HSBC Finance Management Board and the Global Chief Operating Officer Exco. Joanna joined HSBC in May 2014 from Standard Chartered where she had latterly been the CFO for EMEA & the Americas, based in Dubai. She was appointed CFO of Standard Chartered Bank (China) Limited in 2007, shortly after the Bank received approval to locally incorporate in China. Joanna set up and chaired Standard Chartered's Group Women's Council and established its 'Women in Leadership' development programmes. From 2008 to 2013, Joanna was also a Board Member of the IFC sponsored Global Banking Alliance for Women.

### Karen Forrester



Karen is currently UK Managing Director for T.G.I. Fridays. After 15 years with pub group Mitchells & Butlers, latterly as a Divisional Director, Karen joined T.G.I. Friday's to take on one of her biggest challenges – restoring the brand to its former glory. The last three years have seen Karen deliver record sales and guest feedback scores. She gives exceptional guidance and council to senior management teams in developing and championing the cause of front line employees and in pursuit of competitive advantage through superior service.

### Louise Forrester



Louise is a highly experienced Director of Legal and Compliance with over 18 years experience in the Financial Services Industry. She is currently Chair of the Advisory Board for the International Financial Services Company (IFSC), a position she has held since 2008. Louise has held senior management and leadership roles with a leading US Investment Bank and an international brokerage firm (Managing Director Principal, Deputy Head of Legal at Bear Stearns; Director of Legal and Compliance at BGC Partners). She was previously a corporate finance lawyer in a City law firm. She has an extensive understanding of the banking, asset management and brokerage markets.

### Clare Francis



Clare is Managing Director of Global Corporates at Lloyds Bank plc and Lloyds Banking Group plc. She served as Managing Director and Head of Financial Markets Sales & Derivatives Structuring at Lloyds Bank plc. and has over 20 years' experience in advising all client types across all aspects of risk and financing. She joined Lloyds Bank in 2006 as Managing Director of Sales responsible for the distribution of financial market products globally to all of Lloyds Banking Group's clients. She began her banking career in NatWest before joining HSBC where she held a variety of global positions in the UK, Asia and the US – in Risk, Commercial, Marketing, Operations, Trading and Sales – including leading HSBC's Global Corporate Coverage team. Clare is a Board Member of AFME, and a member of ACIB. She also sits on the Bank's Credit panel.

### Ann Francke



Ann became CEO of the Chartered Management Institute in June 2012 and has driven a transformational strategy of growth and international expansion which partners CMI with higher education, other professional bodies, and government in helping organizations achieve better results through better management and leadership. Prior to CMI Ann was Global Managing Director of BSI Group with responsibility for the global certification and training businesses and grew revenue and profit in each as well as spearheading a successful customer-led strategy for the Group. Ann began her career at P&G and rose to Global General Manager in beauty care based in the UK and Germany. She was also European Vice President of Mars Petcare and held CMO positions at Boots Group and Yell Group. Ann was a finalist in the professional services category for Women of Achievement in 2014 for her work in promoting diversity in the workplace.

### Perdita Fraser



Perdita is a board member at the Big Lottery Fund. She is a former investment banker (JP Morgan) and has spent the last decade working at board level in industry in the UK and the US, both as an angel investor and an NED, alongside involvement with several not-for-profit organizations (e.g. Homelands Renewable Energy Inc and Fibrowatt Ltd). She has extensive

experience in corporate governance, cross-sectoral stakeholder relations and has a strong understanding of the voluntary and community sector, with a particular interest in development of social enterprises. Perdita currently acts as a mentor with Business Mentoring Scotland; she is a Trustee and Treasurer of Access Aspiration, a youth employability and social mobility charity and co-chairs the fundraising committee at Rugby Portobello Trust.

#### Jane Galvin



Jane works for Barclays and is Head of Eastern Region Corporate Banking Division, one of the largest regional divisions in Corporate Banking Globally and a UK Board Member. Her previous appointments with Barclays have included Director of the Media Team, leading the Retail and Wholesale mid-corporate team (the largest in the UK) and Head of Professional Services for the UK & US, leading a global team through a challenging decade. Jane was instrumental in repositioning the Barclays brand in the industry to become the chosen Bank within the Sector. She was a finalist for the Women of the Year awards in 2010 in recognition of her work both internally and externally. Jane is also a Board Member of the Group Women's Network and co-head of the External Reach Network, supporting clients in embedding their diversity strategies. She is also a board member for the CBI East of England and a member of the newly created Finance Taskforce for New Anglia.

#### Dame Helen Ghosh



Dame Helen became Director-General of the National Trust in 2012 following a distinguished career in the Civil Service. She was the first female Permanent Secretary at the Home Office and prior to that was Permanent Secretary, Department for Environment, Food and Rural Affairs. She has held a variety of posts in local government finance, housing, urban regeneration, the Cabinet Office (including the Efficiency Unit and the Machinery of Government Secretariat), and HM Revenue and Customs. She is a Trustee of the Rhodes Trust and has been Chair of the Blackfriars Overseas Aid Trust since 1999.

#### Cheryl Giovannoni



Cheryl is Chief Executive Officer, Ogilvy & Mather Advertising. Cheryl joined O&M from Landor where she was President of the EMEA region and Global Leader for Procter & Gamble. She sits on the UK Group Board. Cheryl started her career in strategic planning at O&M South Africa, before transferring to Ogilvy & Mather London as a Board Account Director. In 2001, Cheryl moved into strategic brand consultancy and design, becoming CEO of Coley Porter Bell. In 2005, she moved to Landor as Managing Director of the London office. She was promoted to the role of European President in 2008 and to Landor's Global Leadership team in 2011. During her career, she has worked for a broad range of clients, including Unilever, GlaxoSmithKline, BP, Diageo, Marks & Spencer, Nestlé and P&G.

#### Professor Lynda Gratton



Lynda is Professor of Management Practice at the London Business School and sits on its Governing Board. She is the founder of the Hot Spots Movement, a research and consulting team that helps organizations derive business value from academic insights and future-proof their processes. The group works with over 20 companies and governments around the world. She was ranked 14th on The Thinkers50 2013 list of the world's top 50 business thinkers and was ranked second in the HR world by Human Resources magazine. Before pursuing an academic career, she was Chief Psychologist at British Airways and Director of the Human Resource's Division at PA Consulting. Lynda currently sits on the Human Capital Advisory Board of Singapore Government.

#### Amanda Groty



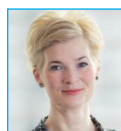
Amanda joined Hill and Knowlton in 2002 and is Vice Chairman and Global Technology Practice Director. She has extensive external communications skills having advised many global Fortune 500 companies. She serves as an advisor to international brands that are seeking to enhance reputation and drive sales across multiple international markets and has created and led campaigns across as many as 20 global markets. She is also head of LG-One Europe which is the combined WPP team for LG and has held the positions of Global Vice Chairman, Strategy & Marketing and led H&K's Technology Practice in Europe, the Middle East and Africa. Prior to joining H&K, Amanda was Managing Director of Beattie Media where she built its London operation from scratch. Prior to Beattie Media, Amanda spent five years at Firefly Communications.

#### Professor Dame Wendy Hall



Dame Wendy is one of the world's leading computer scientists. She has been Dean of the Faculty of Physical and Applied Sciences at Southampton University since 2010. After completing her studies in maths and computer science at Southampton, she joined its new Computer Science Group in 1984 and became the University's first female Professor of Engineering in 1994. She went on to work with Sir Tim Berners-Lee to found the Web Science Research Initiative in 2006, which aims to foster Web Science as an academic discipline. She is a Fellow of the Royal Academy of Engineering. Last year Wendy was listed on the BBC's Radio 4 Woman's Hour as one of the UK's most powerful women.

#### Michelle Harrison



Michelle is the CEO of the WPP Government and Public Sector Practice and the CEO of TNS BMRB, the leading social research agency servicing UK government. She specialises in policy formulation and evaluation, public service improvement and strategic communications. She was recently appointed as an external expert to review the effectiveness of No.10 and Cabinet Office communications for UK government. In 2013, she led the WPP teaching faculty for behaviour change and strategic communications at the University of Oxford Blavatnik School of Government. Michelle regularly facilitates high level policy and strategy meetings across Whitehall. Previously, Michelle was a Director of The Henley Centre, where she worked as a consultant to business and government. She is widely published and is the author and co-author of a number of books and journal articles in the areas of international development and public policy.

#### Alison Haynes



Alison has been a Consulting Tax Partner with Deloitte since 1998 and has held a variety of leadership roles including Global Head of Immigration Services, Talent Partner for Employer Services, UK Leader of Employment Tax Consulting and Leader of Employer Services for the North of England. She joined in 1995 as a Director. Previously she worked for EY where amongst other roles she was responsible for the Private Client and Trust Practice. Her early career was spent at KPMG and Coopers and Lybrand working in tax. She is Vice Chair of Governors at Mid Cheshire College where she also chairs the Financial and General Purposes Committee.

#### Theresa Heggie



Theresa was appointed Chief Strategy and Marketing Officer at Bupa in June 2013. Before joining Bupa, Theresa held a number of key positions in Shire Human Genetic Therapies. Most recently, she was Senior Vice President of Global Commercial Operations based in Geneva, where

she was accountable for the company's global sales and marketing functions. Originally from New York State, Theresa has more than 25 years' experience in the pharmaceutical industry, having worked at Janssen Pharmaceuticals, Ohmeda Pharmaceutical Products Division (part of BOC), and Baxter, in marketing, sales and clinical research roles.

#### Sally-Ann Hibberd



Sally-Ann was appointed NED for the National Farmers' Union Mutual Insurance Society in July 2014; she is also an advisor for OEE Consulting Ltd. Sally-Ann has had experience in a wide variety of roles from engineering to Treasury/Finance and Service Quality to IT/Operations. Most of her roles in the last 20 years have involved change and transformation leadership be it post-merger integration, operating models, outsourcing & offshoring or business improvement. Sally-Ann held the position of Group Operations & Technology Director for Willis, a leading Global insurance broking firm, which encompasses all the retail (SME to large corporate) insurance broking activities outside of North America. Previous experience includes senior executive roles with Lloyds TSB, Hill Samuel Asset Management the Prudential Corporation and Mobil Oil Corporation. Sally-Ann is currently a Non-Executive Board Member of Loughborough University.

#### Gaye Hudson



Gaye is one of the most senior woman at Oracle Europe. As Vice President Corporate Communications EMEA she is driving strategic communications programmes to build and protect the reputation of the global technology company. Gaye is a leader within Oracle's Global Corporate Communications Team, the communications driver of Oracle EMEA's Strategic Acquisition Integration Team, a member of the UK Strategy Board and UK champion of Oracle Women's Leadership Programme. A winner of several communications awards and Fellow of the PRCA, prior to joining Oracle in 1997, Gaye was Board Director and Marketing Director at Hill & Knowlton. Earlier, she worked at Burson-Marsteller and Young & Rubicam.

#### Michele Ibbs



Michele is currently an NED for Marsden Building Society. With a background as Marketing Director with companies such as Mitsubishi Corporation and Waterford Wedgwood plc, Michele is a former Pro-Vice Chancellor and Director of Liverpool John Moores University. Appointed to the board of Marsden Building Society in April 2014, Michele has a breadth of sector experience with a very strong customer led focus. She is an NED for Blackpool Teaching Hospitals and a Board Member of the charity Liverpool Merchant Guild.

#### Dr Bahija Jallah



Bahija is a member of AstraZeneca's Senior Executive Team. She is an Executive VP with MedImmune responsible for biologics research, development and clinical activities. Bahija is tasked with advancing the biologic organization's pipeline of drugs targeting cancer, infections, respiratory and inflammatory diseases, cardiovascular and gastrointestinal disorders and pain. Bahija joined MedImmune as Vice President, Translational Sciences in 2006 and has held roles of increasing responsibility. She has guided the MedImmune R&D organization through unprecedented expansion of its pipeline from 40 drugs to more than 120. Bahija is a member of the American Association of Cancer Research, the American Association of Science, the Pharmacogenomics Working Group and is a member of the Board of Directors of the Association of Women in Science.

#### Yasmin Jetha



Yasmin was appointed Chief Information Officer in October 2009 and is responsible for Bupa's Corporate IT, Digital and Procurement functions. Yasmin was previously the Chief Operating Officer at the Financial Times and prior to this, an Executive Board Member of Abbey National Bank, now part of Santander. Yasmin is also an NED for the East African based Nation Media Group. She is a Fellow of the Chartered Institute of Management Accountants, and in 2005 she was awarded an honorary doctorate from the University of Leicester. In 2011, Yasmin was made Honorary Fellow of the University of Bedfordshire.

#### Helen Jones



Helen is Group Executive Director for Caffè Nero and sits on the UK Management Board. In this position, Helen is helping to drive the group's further expansion into the international markets and develop a consumer products division. Before joining Caffè Nero, she held the role of Managing Director at Zizzi and played a key role in its expansion, opening 22 new restaurants and transforming a further 56, and introducing a range of new programmes. Helen previously worked for Ben & Jerry's for 15 years, launching the US ice-cream brand into the UK market.

#### Bindi Karia



Bindi has been Vice President Silicon Valley Bank, Europe since January 2013 and leads the bank's early stage banking efforts in Europe. She has devoted much of her career in and around the start-up ecosystem, most recently as the Venture Capital/ Emerging Business lead at Microsoft UK where for five years, she led BizSpark in the UK. Bindi sits on many Industry Advisory Boards, and has recently been appointed a trustee for Up Global. She's an active mentor at some top London Incubators including Seedcamp, TechStars, Microsoft Ventures & Level39. The Guardian named Bindi as one of the Ten Women in Tech to meet; Tech City News named her as one of the 25 faces behind the success of Europe's fastest growing Tech Cluster.

#### Manveen Pam Kaur



Pam was appointed Group Head of Internal Audit of HSBC Holdings plc in April 2013. She is a Group Managing Director and a member of the Group Management Board. She also reports to the Risk and Audit Committees of the HSBC Holdings plc Board. Pam has extensive experience of creating and looking after large teams across different regions and has performed many senior roles in audit, business, compliance, finance and risk management at other global financial institutions. Previous roles have included Global Head of Group Audit at Deutsche Bank, Chief Financial Officer and Chief Operating Officer, Restructuring and Risk Division, at The Royal Bank of Scotland and Group Head of Compliance and Anti-Money Laundering at Lloyds TSB. In her early career Pam worked at Citigroup.

#### Liz Kelly



Liz is a Partner at the legal firm Gunnercooke where she is also the Business and Performance Director for the Litigation Team and the Corporate London Team and a consultant with gcConsultancy (through which she provides advice to in-house functions and law firms on strategy, transformation, managing legal panels and coaching/mentoring of senior individuals). Liz has over 24 years' experience of practising commercial law in a range of organisations and industries, including financial services, sports and media. She is the former Group General Council at the Nationwide Building Society.

**Jo Kenrick**



Jo is currently the Marketing Director for Homebase Ltd, a subsidiary of the Home Retail Group plc. She was appointed NED for Safestore plc in October 2014 and was appointed NED for the Principality Building Society in January 2009. Jo has over 20 years' experience gained in a number of marketing roles across a number of well-known retail brands, including Mars and PepsiCo, and has operational, sales and marketing experience in consumer retail. Prior to this she was Chief Executive Officer of the Start Charity [A Prince of Wales charity] and was marketing and customer proposition director at B&Q.

**Jane Lawson**



Jane is Director of Development for the Victoria and Albert Museum where she has overseen raising more than £160m of funds to sustain and redevelop the V&A. Her department also runs the Membership programme on behalf of the Friends of the V&A, the Director's Circle, Museum Events and Corporate Partnerships. Jane began her career in book publishing with Methuen and Penguin Books before moving to a Public Affairs role at Shell UK Limited. Jane is a past Trustee of the Fashion Arts Foundation, a British Fashion Council initiative for the Cultural Olympiad in 2012 and is currently a trustee of Chelsea and Westminster Health Charity.

**Lucy Lewin**



Lucy is Head of HR, Global Functions for Standard Chartered Bank based in London. She is accountable for the Global People Strategy across all the infrastructure functions in the Bank, including Technology & Operations, Risk, Finance, the Control and Compliance functions, and HR. Lucy has been with Standard Chartered Bank for eight years, during which time she has also held Regional and Global Reward roles, as well as being Head of HR, Dubai & Middle East. Previously she was with M&G Ltd, latterly holding a dual role as Head of Compensation and Head of HR for the Investment Businesses. She is a Trustee on the National Universities Board.

**Carole Machell**



Carole is Chief Operating Officer (COO) for Barclays Wealth and Program Director for the Design and Implementation of the Barclays Services Company. She has held a series of positions at Barclays since joining in 2006 including Global Head of Operations, COO of Corporate Banking, Chair of the Investment Board and Head of the International Corporate Business. Before joining Barclays Carole spent eight years at JP Morgan in a range of operations, technology and strategic re-engineering roles. Her last role was Head of Shared Technology and Operations and Locational Head of the Bournemouth Shared Services campus; she was also a JP Morgan Pension Trustee. Earlier, Carole worked for OMLX, The Swedish Derivatives Exchange and Merrill Lynch. Carole has also represented Barclays as a bank representative on the Board of Vocalink and on the Barclays board, Russia.

**Elisabeth Markart**



Elisabeth is General Manager for Conseillers du Commerce Extérieur de la France (Foreign Trade Advisors of France). Previously she held the position of General Manager CIC Banque Transatlantique UK in January 2012. Before joining CIC Elisabeth was Head of Ultra High Net Worth Clients at HSBC Private Bank and spent part of her time in Singapore and Beijing. From 2004 until 2009 Elisabeth headed Private Wealth Management for Deutsche Bank AG France and was a Member of the Executive Committee of Deutsche Bank AG, France. Prior to Deutsche Bank, Elisabeth was Director of Key Clients at UBS. Elisabeth had started

her career in 1993 at Citibank before joining Merrill Lynch as Senior Relationship Manager where she was in charge of UHNW clients until 2002.

**Suzanne McCarthy**



Suzanne was appointed Immigration Services Commissioner in 2005, having previously held a number of senior public sector positions including Chief Executive of both the Human Fertilisation and Embryology Authority and the Financial Services Compensation Scheme. During her Whitehall career she worked in a number of departments including HM Treasury and the Home Office, holding the position of Private Secretary to the Home Secretary. Suzanne is a Trustee of the Royal Institute of British Architects, a member of the Public Guardian Board, the Pension Regulator's Determination Panel, the General Medical Council and the Human Tissue Authority. She is also a member of the Executive Council of the British and Irish Ombudsman Association. Previously she has been an NED for the Royal Brompton and Harefield NHS Trust, where she chaired its Audit and Risk Committee. Suzanne is Chair of the University of London Audit and Risk Committee.

**Jane McCormick**



Jane was promoted to Head of Tax for EMEA and Senior Tax Partner for KPMG's UK firm and will drive KPMG's strategy and response to EU audit reform, capitalising on the opportunity which this gives the firm for growth in the UK, across the region and the world. As the Senior Tax Partner in the UK, Jane will continue to take responsibility for KPMG's professional conduct in tax and to lead the firm's engagement with government, HMRC, professional bodies and clients. Jane has had an extensive career with KPMG.

**Patrice McDonald**



Patrice is Senior Adviser to the risk and regulation practice for EY and has been an NED for Simcorp AVS since March 2014. In her role with EY Patrice uses her expertise on conduct risk, suitability of advice, regulatory change programmes and Enterprise Risk Management (stress-testing, risk appetite, risk culture). She advises on the design and implementation of robust risk management frameworks and governance structures. A former Chief Risk Officer at Barclays Wealth and Barclays Capital, Patrice recently acted as Independent Strategic Adviser to the CEO and Board of Coutts (RBS Group) and spent nine months advising the CRO of a major European banking group. She has held senior (MD) roles in the Financial Services industry in risk, strategy, corporate governance, technology and major programme management and regulatory change.

**Karina McTeague**



Karina is the Director of Banking Supervision at FCA. Karina joined the Financial Conduct Authority from Lloyds Banking Group, where she held a breadth of risk, policy and general counsel roles and recently returned from just over two years as chief risk officer, North America. She is a Director in the retail banking division which is responsible for the largest and most complex retail banking groups in the UK.

**Meg Munn**



Meg has been the Member of Parliament for Sheffield Heeley since 2001 and will be standing down in 2015. Whilst a Minister she introduced Civil Partnerships in the UK and steered through parliament the Equality Act 2006 which established the Equality and Human Rights Commission. As a Foreign Office Minister she had responsibility for South East Asia,

Australia, New Zealand and the Caribbean / Central American region. Meg chaired the board of the Westminster Foundation for Democracy and is currently involved in a long term project supporting parliamentary democracy in the Middle East. Prior to becoming an MP Meg was Assistant Director for Children's Services in York and currently chairs the Child Protection All Party Parliamentary Group. She is the only MP to have been awarded Chartered Manager status by the Chartered Management Institute.

**Cally Palmer CBE**



Cally is CEO of the Royal Marsden NHS Foundation Trust. She has been with the hospital since 1998 and sits on the Quality, Assurance and Risk Committee, the Remuneration and Terms of Service Committee, the Investment Committee and is a member of the Board of Trustees of The Institute of Cancer Research and a member of the Institute of Health Services Management. Prior to joining the Royal Marsden, Cally was Deputy CEO and Director of Services at the Royal Free Hampstead NHS Trust. Cally was awarded a CBE in 2006 for her contribution to the NHS.

**Elizabeth Passey**



Elizabeth is a Senior Adviser to J Stern & Co Private Bank and a Member of the UK Board of the Big Lottery Fund, a Member of Court of the University of Greenwich, Vice President and Member of Council of The Zoological Society of London, Chairman of the Wye & Usk Foundation, one of the largest UK rivers trusts, Co-Chairman of The 30% Club's Higher Education Initiative, Trustee of the Asia Scotland Institute and Programme Committee member of WWF-UK. She is a past Managing Director of Morgan Stanley and Chairman of the Board of Morgan Stanley International Foundation, and a past Managing Director of Investec Asset Management. She is a Freeman of the Goldsmiths' Company & The City of London.

**Lindsay Pattison**



Lindsay was appointed the first CEO of Maxus UK and is also Chief Strategy Officer, Maxus Worldwide (Maxus is part of WPP, the world's largest marketing services group). Maxus works with some of the world's leading brands to help them navigate and capitalise on a fully interactive media landscape, using new technology and platforms, to ensure that consumers are fully engaged. Since becoming CEO, Lindsay has significantly increased the size of the business and has been instrumental in winning business with some of the UK's most sophisticated digital clients.

**Mandy Pooler**



Mandy is currently Division Director for Kantar (the data management arm of WPP) one of the world's largest insight, information and consultancy groups. She has been an NED with Moo Print Ltd since September 2013 and a Permanent Representative for High Co (a French communications company) since June 2011. She was CEO of Mindshare Media Ltd between 1998 and 2001 and has held other senior roles in media and marketing with companies such as Ogilvy & Mather, AGB Nielsen and Channel Holdings plc.

**Ginny Pulbrook**



Ginny is a Partner at Camarco a leading national and international communications firm helping clients to promote and protect their reputations and achieve their reputational objectives. Over the past 26 years, Ginny has provided independent, trusted and credible board level advice to private and quoted companies with consistently successful and award

winning outcomes. Her experience covers corporate reputation, crisis management and special situations alongside a wide range of capital market communications including IPOs, secondary fundraisings, placings, M&A, restructurings and re-financings as well as financial calendar-related IR and media relations campaigns. Ginny previously was a co-founder of Citigate Dewe Rogerson and worked there from 1988 to 2014. During this period she advised a wide range of corporates across the industrials, support services and technology sectors, with clients such as VT Group plc, Babcock, Shanks, Indra Sistemas, Alere and Pace Micro Technology plc. Ginny's early career was in corporate finance at N.M.Rothschild and Bankers Trust.

**Professor Nazneen Rahman**



Nazneen is Head of the Division of Genetics and Epidemiology at the Institute of Cancer Research and Head of the Cancer Genetics Clinical Unit at the Royal Marsden NHS Foundation Trust. Thousands of families throughout the UK are participating in her research, which has been highly successful in identifying genes that cause cancers in women and children. Nazneen also provides advice to clinicians from across the world about rare cancer genetic syndromes. She qualified in medicine from Oxford University in 1991 and completed a PhD in Molecular Genetics in 1999.

**Mary Reilly**



Mary is a chartered accountant and a retired partner of Deloitte LLP. From August 2002 to June 2013, she served as a partner of Deloitte LLP in various capacities. She headed up Deloitte's Outsourcing Unit where she was responsible for the finance function and business advisory projects for a number of UK and international businesses and was a leading partner in Deloitte's Charities and Not for Profit Group; she was also the Corporate Responsibility leader for the London Audit Practice of Deloitte and was a member of the firm's Diversity Leadership Team. Mary has also held several NED positions, including Chair of the Audit and Risk Committee for the Department of Transport in the UK since June 2013, Chair of the Audit and Risk Committee for Crown Agents Ltd since February 2013, Board Member of London Development Agency from July 2000 to June 2008 and Board Member of London 2012 LTD, from March 2003 to November 2006.

**Lorraine Rienecker**



Lorraine is currently Division Executive VP with Meggitt plc with responsibility for Group Strategy and Sales and Marketing. Prior to joining Meggitt in 2005, Lorraine held Director-level strategy and planning roles for BAE Systems and GEC Marconi. In her early career Lorraine worked for Booz Allen & Hamilton and Bombardier. Lorraine has been an NED at The Vitec Group since December 2013 and sits on the Audit, Nominations and Remuneration Committees.

**Charlotte Rushton**



Charlotte is the Senior VP and MD for Asia Pacific EMEA for Thomson Reuters' Tax and Accounting Business. She leads the Tax & Accounting business operations that serve corporations and accounting firms across the Asia Pacific and EMEA regions, including Australia and New Zealand (ANZ). In 2010, Charlotte opened the Tax & Accounting business's regional office in Singapore, where she led the team that launched ONESOURCE corporate tax solutions in China, Korea and Taiwan and ONESOURCE global solutions, including indirect tax, in ANZ and across Asia. She moved to London to take on her expanded role leading operations for both EMEA and Asia Pacific. Charlotte is a member of the Tax & Accounting operating committee and executive leadership team and previously served as Senior Vice President, Global Consulting, for the business. Prior to joining

Thomson Reuters, she was a partner and leader of the business strategy capability for Computer Sciences Corporation based in New York where she was responsible for business development and project leadership for business and IT strategy and planning for Fortune 500 and start-up clients.

### Cilla Snowball CBE



Cilla is AMVBBDO's (one of the world's leading advertising agencies) Group Chairman and CEO. Cilla joined AMV in 1992 as the agency's first New Business Director. Twenty two years later, she now oversees the four companies that comprise the AMV Group in the UK – AMVBBDO, Proximity, Redwood and Fishburn. Cilla chairs the Advertising Association and sits on the boards of BBDO Worldwide, Comic Relief and the Women's Business Council. She was awarded the CBE in the 2009 New Year Honours list for services to the advertising industry. She is one of the BBC Woman's Hour "100 most powerful women in the UK", the Sunday Times/DebreTT's "500 most influential Britons" and an Advertising Age "Woman to Watch".

### Tania Songini



Tania is the Finance Director for Siemens Energy UK and Contoller Siemens Energy, North West Europe (4 billion EUR business). Tania has been with Siemens since 1997 where, after joining the company as a Commercial Bid and Project Manager, she progressed to hold a number of Finance Director roles in Siemens Postal Automation, Siemens Healthcare and more recently Siemens Energy. Tania also leads the Siemens Diversity Programme in North West Europe and since 2003 has been active as a Board Member of ViaNinos Germany and UK, a charity that supports projects helping street and working children in Ecuador.

### Ritva Sotamaa



Ritva joined Unilever in February 2013 as Chief Legal Officer, having spent most of her career in the healthcare industry. She joined Unilever from Siemens AG, where she was General Counsel for the Global Healthcare business since 2009, based in Germany. Between 2003 and 2009 Ritva held several General Counsel roles at General Electric, the most recent being General Counsel, GE Healthcare Systems. Ritva started her career in Finland in 1989 at Instrumentarium Corporation, a Finnish publicly listed healthcare company, as Legal Counsel for International Business. Between 1996 and 1998 Ritva was Legal Counsel for Partek Corporation and returned to Instrumentarium in 1998 as General Counsel, in which position she served until 2003.

### Kerry Spooner



Kerry is Vice Chair and Senior Independent Director for the Market Harborough Building Society; since December 2014 she has also been a committee member on the Lord Chancellor's Committee. Kerry qualified as a solicitor in 1986 and most of her law career was spent with the international law firm Allen & Overy LLP - the last nine years as a partner in that firm. Kerry has wide experience of corporate finance transactions, both domestic and international and has Regulatory, City and Stock Exchange expertise. She is a member of Market Harborough's Nominations, Audit & Compliance and Risk Committees, and chairs the Remuneration Committee.

### Helen Stevenson



Helen was appointed NED with Trinity Mirror plc in January 2014 and is a member of the Audit and Risk, Nomination and Remuneration Committees. Helen also holds NED positions with St Ives Group, the Skipton Building Society and Navitas IP, a boutique private equity partnership, and serves on

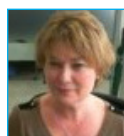
the Strategic Advisory Board of Henley Business School. Helen was previously Chief Marketing Officer UK at Yell Group plc and before that Group Marketing Director of Lloyds TSB Group plc. She started her career with Mars Inc where she spent 19 years, culminating in the role of European Marketing Director.

### Penny Stocks



Penny is a Partner at EY responsible for shaping and leading large transformation programmes for major clients predominantly in the Utilities and Infrastructure sector. She has over 30 years' work experience both in the consultancy and manufacturing industry. She is also the Presiding Partner of EY, Chairing the Global Governance Council which is the main governance body in a global firm of over 200,000 employees and \$29bn revenues. Penny joined EY in 2006 and was a member of the Advisory leadership team that has built the market leading Growth Advisory business, currently employing 1300 people and with revenues of £200m. Before joining EY Penny has worked as a Vice President at Cap Gemini. Penny began her career as an HR professional in the car industry.

### Denise Stonard



Denise is the Group HR Director of Vp plc a specialist rental business providing products and services to a diverse range of end markets including construction, civil engineering, rail, water, oil and gas and house building. Denise joined the struggling company in 1996 and has worked with the executive team responsible for building the business through acquisition and organic growth. The Group now comprises six specialist and market leading operating divisions operating in a diverse range of markets. Denise has been critical in creating a workforce to meet the national, and growing international demands, of the business. Vp plc has enjoyed both revenue and profit growth year on year over the past 10 years. Denise previously held senior HR roles at Allied Domecq, Cable and Wireless and Alexon International. Her early career in retail has given her a sharp commercial edge coupled with a pragmatic, down-to-earth approach to business.

### Annette Thorburn



Anne joined Exova as Chief Financial Officer in August 2009. She has many years of experience at plc board level in international groups, having served as Group Finance Director at British Polythene Industries plc. Before that she held the same position at Clyde Blowers plc. Anne has extensive expertise in corporate funding, mergers & acquisitions, strategic planning and restructuring of complex geographically diverse organizations. Anne trained as a Chartered Accountant with KPMG where she progressed to Senior Manager in Corporate Finance, specialising in providing structuring and funding advice on MBOs and acquisitions.

### Sally Tilleray



Sally was the former Group COO at Huntsworth plc and was with the company for 11 years. During the course of Sally's career she has served in Business Development, as COO, Digital Marketing, Communications, New Business Development, Public Relations, Corporate Communications, Crisis Management and Media Relations, and has served the Communications, Strategy, Media and Public Relations industries. Sally is a highly accomplished results driven Senior Executive Director with more than 25 years of progressive experience in global finance and operations management.

### Jennifer Tippin



Jennifer is Managing Director, Retail Business Banking with the Lloyds Banking Group. After graduating she took a post at British Airways and then left to join Invensys (Engineering company). Jennifer was a Global Client Director and leader of Global Pursuit Teams. She then joined HBOs in 2005 as Head of Credit Sales, and went on to be Head of Banking and Savings Operations. She was listed in The Independent's 20 most powerful women in Britain under the age of 35 in 2003. Jennifer moved to Lloyds Banking Group as Shared Services Director and Risk Director in 2009.

### Clare Tobin



Clare is currently the COO of Leaders Ltd, one of the UK's premier letting and estate agencies. After taking on her first Managing Director role in 2002 at Meon Villas, Clare became Managing Director of TUI Travel UK Special Longhaul & Flights Division in 2009 and was then appointed to head up TUI's Specialist UK business. With this promotion she added short-haul responsibilities for Hayes & Jarvis, Thomson Tailormade, Austravel and Jetsave. Claire was promoted again to the role of Managing Director for TUI Education EMEA and Languages and TUI Student Travel, before moving on to join property rental agency, Leaders Ltd. in June 2014.

### Jessica Turner



Jessica is the Global Head of Sales and Marketing, Scientific and Scholarly Research at Thomson Reuters, having been appointed to this position in August 2013. Jessica is a global executive with deep commercial, strategy and programme management expertise in media and Information businesses. She also has extensive experience in strategy consulting across Europe, the Americas and Asia as well as leading large scale change programmes and managing front-line operations. Prior to joining Thomas Financial in 2003 Jessica worked with McKinsey for nine years as a strategic management consultant to media and hi-tech industries across the US, Latin America and Asia.

### Alison Tyler



Alison was appointed as CEO Commercial for the CH&Co group of companies (a leading UK-based corporate and commercial catering company) in 2012 and ensures the financial and qualitative success of the existing customer base and new business. Alison joined in September 1998 as Director of Business Development. She went on to grow and implement a highly successful sales strategy boosting the company's annual turnover ten-fold and has helped to establish CH&Co's position as the most respected major independent player in the UK contract catering sector, with an ever expanding portfolio of high profile contracts.

### Julia Tyson



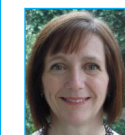
Julia has over 25 years HR experience having built her early career in Boots, TDG and Marconi before entering Financial Services with both Barclays and RBS during a period of significant corporate restructuring activity. She subsequently held strategic and transformational roles with Centrica and then Group HR Director at Wates in the construction sector where she played a major role in promoting both the Diversity and CSR agenda winning several prestigious awards. In her current role as Group HR Director at LV= Julia is responsible for the overall people, communications and community engagement strategy for LV='s 6,000 employees.

### Debra Valentine



Debra was appointed Group Executive, Legal, External & Regulatory Affairs in 2009 having joined Rio Tinto as Global Head of Legal in 2008. She previously worked at United Technologies Corporation in the US where she was Vice President, Deputy General Counsel and Corporate Secretary. Before then, she was a partner with the law firm O'Melveny & Myers, in Washington DC. Debra served as General Counsel at the US Federal Trade Commission from 1997 to 2001. She has been a member of the US-based Council on Foreign Relations since 1993 and the American Law Institute since 1991. She is on the board of the Extractive Industries Transparency Initiative and the North America Advisory Council at Chatham House.

### Catherine Wall



Catherine had a 30 year career in private equity, latterly as partner for Equistone Partners Europe with responsibility for the UK portfolio. She is currently NED/audit chair for BRE Group Limited and NED for Mobius Income & Growth VCT plc. Catherine's board career has included roles with over 25 boards, mainly in the consumer, manufacturing and business services sectors. In her executive career she led over 40 M&A transactions and numerous complex fund-raising. Catherine's not for profit work has included the British Red Cross and the 2% club. She has acted as an NED or Chairman, or shareholder representative, on over 25 businesses with profits between £3m and £50m. At Barclays Private Equity she led the management buyouts of Leyland Trucks, Eurocamp, and Powerhouse Retail, and the highly successful expansion of Day & Nite stores, where she was Chairman for six years.

### Emma Walmsley



Emma is President of GlaxoSmithKline Consumer Healthcare and a member of GSK's Corporate Executive Team. She joined GSK in May 2010, becoming President of the Consumer Healthcare business in October 2011. Under Emma's leadership the business has a new strategic direction to become the first and best Fast Moving Consumer Healthcare company, driven by science and values, combining the very best of GSK's scientific knowledge with the speed and marketing excellence of the Fast Moving Consumer Goods world and continues to drive global expansion in fast growing emerging markets including India, China and Nigeria. Prior to joining GSK, Emma worked with L'Oréal for 17 years where she held a variety of marketing and general management roles in Paris, London and New York. From 2007 she was based in Shanghai as General Manager, Consumer Products, L'Oréal China.

### Aidene Walsh



Aidene was appointed Director of Cards at Lloyds Banking Group in March 2013. Aidene has extensive experience within the Transaction Banking arena, across all product disciplines, including Trade, Cash and Cards. In her last role Aidene was Head of Transaction Services Origination at RBS, managing a client base of around 70,000 customers with a team of 250. Prior to this she worked at ABN Amro as head of the Western Europe transaction services organization. In her early career, Aidene worked for Citigroup covering various roles including risk management.

### Sarah Warby



Appointed as Marketing Director for Sainsbury plc in Jan 2012, Sarah is also a member of the company's Operating Board. She has full responsibility for all Sainsbury's Marketing Activity and Brand Communications, Non-Food Marketing,

Digital Marketing, Customer Insights and Loyalty. She also has responsibility for Corporate Social Responsibility and Corporate Affairs. Sarah previously held a number of senior positions at Heineken and was their UK Marketing Director where she was responsible for a number of the UK's most high-profile FMCG brands. Prior to this she was Innovation Director at Heineken. At the beginning of 2014 Sarah was recognised by Debrett's as one of Britain's 500 Most Influential People and in 2013 was awarded Marketing Leader of the Year by the Marketing Society.

### Joëlle Warren



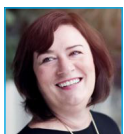
Joëlle is the Executive Chair and entrepreneur behind leading ethically-based search and board advisory business Warren Partners. From its inception in Cheshire in 1999 Joëlle has led the company's expansion nationally, providing global search solutions as well as a broad range of leadership services. Joëlle focuses particularly on Chair and NED appointments alongside the delivery of board review services. Passionate about diversity on boards she was involved in the establishment of regional 2% Clubs where she remains a Vice Chair and was involved in the BIS working group to develop the Voluntary Code for UK Executive Search firms. In addition, Joëlle serves as Chair of the Cheshire Community Foundation, is Vice Lord Lieutenant of Cheshire and is a former Vice Chair on Manchester Metropolitan University's board.

### Debbie White



Debbie is the Chief Executive of Sodexo UK and Ireland, leading more than 35,000 employees to deliver services that improve the quality of life for the employees and customers of its clients at some 2,300 locations in the corporate, healthcare, education, leisure, justice and defence sectors. As of 2014, she is also a member of the Sodexo Group Executive Committee. Debbie originally qualified as a chartered accountant and tax advisor with Arthur Andersen in the UK and spent her early career in finance roles at AstraZeneca and in a global advisory role at PWC Consulting. Debbie is also a member of the Women 1st Top 100 Club, a network of the most influential women in hospitality, passenger transport, travel and tourism, who act as ambassadors and role models for the female leaders of tomorrow; she is also a Trustee and Chair of the Audit Committee of Wellbeing of Women.

### Katherine Whitton



Katherine is the Chief Marketing Officer for Barclaycard, based in London. She is a serial marketer who has over 20 years of experience working in marketing, primarily focused on the financial services and travel sectors, including time spent both in agency, working across brands such as Virgin Atlantic and Eurostar, as well as in-house roles at British Airways and American Express. Katherine has been at Barclaycard since 2009, initially joining as the UK Marketing Director and moved on to head up European Consumer Marketing in 2010. Earlier this year Katherine became CMO and joined the Barclaycard ExCo Board. Before working with Barclaycard, Katherine was the Head of Global and UK Marketing Communications at British Airways. Her earlier career was with American Express, where she was responsible for Brand and Communications and overseeing the overall consumer product management in the UK.

### Amanda Wills CBE



Amanda is a former managing director of Virgin Holidays, and joined the company at a time when the travel industry was in turmoil after the tragic events of 9/11. Within her first year, she had revamped the company creating new structures, products and a new brand image. Virgin Holidays is now one of the most successful tour operators in travel, being No. 1 to Florida, USA and now

also No. 1 Scheduled Tour Operator to the Caribbean. In May 2014, Amanda left Virgin Holidays and became chairman of private online members club Urbanologie. She was awarded a CBE for services to the travel industry and charity in January 2015.

### Gillian Wilmot



Gillian was appointed NED and Chair of the Remuneration Committee at Nisa Retail and NED at Elexon. Gillian's executive career encompasses 30 years at leading companies and brands including Marks & Spencer, Boots, Avon Cosmetics, Littlewoods and Royal Mail. In her early marketing career she launched the award-winning, and highly profitable, Next Directory in the late 1980's and transformed the brand and profitability of Avon Cosmetics in the 1990s. At Royal Mail in the early 2000s she was MD of Mail Markets and part of the team that kick-started the transformation and culture change of the business and its return to profitability. Gillian's NED Board career includes Blackwells, Land of Leather and Admiral. Gillian sits on the Industrial Development Advisory Board which advises UK Government, is Chair of Derbyshire Probation Trust and Vice Chair of IWF UK (International Women's Forum).

### Denise Wilson



Denise is currently an NED with Ecclesiastical Insurance Group plc and Lorica plc, having held previous NED positions with companies such as Eastland Group Ltd and Lattice Insurance Company Ltd. Denise has held senior-level positions with National Grid plc, including Head of Corporate Development and BG Group plc. She has also been a strategy consultant with the Royal Academy of Engineering and started her career with Royal Sun and Alliance Insurance plc. Denise is a founder member of the Davies Steering Committee convened to improve boardroom gender equality; she also chairs the Royal Academy of Arts Friends' Board.

### Andrea Wong



Andrea is the President of International Production for Sony Pictures Television (SPT) and the President of International for Sony Pictures Entertainment (SPE). In her SPT position, Andrea heads the studio's international television production business outside the US. Based in London, Andrea acts as the SPE's commercial and governmental representative related to production abroad. Andrea has had an extensive senior level media career - serving as President and CEO of Lifetime Networks and Executive Vice President at ABC. She serves on the boards of Liberty Media Corporation, Liberty Interactive Corporation and Hudson's Bay Company. Andrea is also a member of the governing board of the British Film Institute.