

100 WOMEN TO WATCH 2014

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

The **100 Women to Watch** supplement was introduced in the 2009 Female FTSE Report and 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 organisations 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 the main report. We would like to thank associates and colleagues who introduced us to others on the list.

We are delighted to confirm that **six of the women identified in the 2013 list have gained a FTSE 350 Board position during the last 12 months**. Of the six successful women, one has been appointed to an Executive Director position and six to Non-Executive Board roles - our congratulations go to:



Olivia Garfield
CEO Severn Trent
NED Tesco



Alison Brittain
NED Marks & Spencer



Zillah Byng-Maddick
NED Betfair



Francesca Ecsery
NED Foreign & Colonial
Investment Trust



Alison Halsey
NED Provident Financial



Anne Hyland
NED Elementis

Lesley-Anne Alexander, CBE



Lesley-Anne was appointed CEO at RNIB in January 2004. Before joining RNIB, she was Director of Operations for the Peabody Trust, one of the UK's largest housing associations and regeneration agencies. In June 2012 Lesley-Anne was awarded the CBE. She currently Chairs both the UK Vision

Strategy Group and ACEVO (the Association of Chief Executives of Voluntary Organisations).

Wendy Alexander



Wendy is the Associate Dean of London Business School, a member of the Executive Committee with P&L responsibility for half of the annual income of London Business School. She is an NED on the Investment Advisory Board of Scottish Equity Partners. Earlier in her career, Wendy was a senior

strategy associate with Booz & Co. and served with the Scottish Parliament for many years including appointment as Scottish Cabinet Minister for Industry, Trade and Energy, with responsibility for a budget in excess of £4bn in today's money.

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



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). Nationally, she is an Associate on The Engineering Council and a previous Member of Universities UK's Employability Business and Industry Policy Network. 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.

Kathryn Baker



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

Samantha Barber



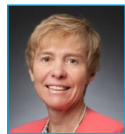
Samantha has worked at CEO and Board Level in both domestic and international companies, across sectors. She started her career as a Policy Advisor on the European Parliament Economic & Monetary Affairs Committee, then became Director of Business for Scotland, followed by CEO of Scottish Business in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

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 currently President of New Hall/Murray Edwards College and 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 organisations on governance, organisational culture, policy and strategy. Jennifer has held the posts of Associate Professor at the Royal Academy of Music and the Royal College of Music, and Assistant Principal and Dean of Trinity College of Music.

Ann Berresford



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

Liz Bingham



Liz is a Managing Partner and Restructuring Partner for People in the UK & Ireland at Ernst & Young, where she also sits on the UK Executive Board. In 2012, under Liz's stewardship, EY achieved first place in Stonewall's Workplace Equality Index and Liz was featured as one of 16 global role models selected by Stonewall. In 2012 Liz was awarded the Women in Banking & Finance Award for Achievement. In 2013 she was listed by Accountancy Age at No. 27 in the Financial Power list and was named by BBC's Radio 4 as one of the most powerful women in the UK.

Ann-Michele Bowlin



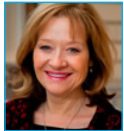
Ann-Michele joined Intertek Group plc in August 2009 as Global VP for Shared Services, quickly becoming Head of IT Business Systems and Infrastructure where she collaborated with the business and financial leaders to establish the foundational elements of Intertek's global IT strategy and improve the 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 organisation. Prior to joining Intertek Group, Ann-Michele worked with Ernst & Young having previously held multiple leadership and operational positions in a variety of industries including manufacturing, technology, travel and professional services.

Helen Buck



Helen was appointed to the Operating Board of Sainsbury's on 19 July 2010 as Convenience Director and was subsequently appointed Retail Director in March 2012. 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 of LSL Property Services plc.

Dame Yve Buckland



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

Beatriz Butsana-Sita



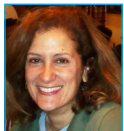
Appointed Managing Director of BT Global Telecom Markets (GTM) in 2010, Beatriz joined BT in 1995 as a principal consultant in BT Consulting, after working in Belgium and the United States with KPMG and Utility Management Consultancy. She gained her BT international experience in business development, 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.

Kathie Child-Villiers



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

Sally Cohen



Sally has been a partner in Long Run Venture LLP since Nov 2010 (strategy advisers to world leading companies) and has been an NED for Marks & Spencer Financial Services. Previously Managing Director Elizabeth Arden UK/Ireland, Sally delivered record profit levels in a challenging trading environment. Sally was Global Director of Brand and Customer strategy at Vodafone and Marketing Director Europe at Allied Domecq. Prior to that, she held several senior-level marketing/sales posts at The Coca-Cola Company. She began her marketing career with FMCG companies in the USA, but has spent the last 15 years working outside of America.

Kimberley Cole



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

Diane Côté



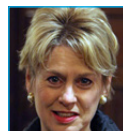
Diane joined London Stock Exchange Group in early 2012. Since joining she has held the positions of Head of Risk and Chief Risk Officer. She was appointed Chief Risk Director and Head of Internal Audit in June 2013. Diane was previously Aviva plc's Chief Finance Operations Officer. Before this, Diane held the position of Aviva's Chief Audit Officer. Diane has many years' experience holding senior positions within Aviva and other leading organisations, including Standard Life Assurance. Diane also sits on the Advisory Board for the Chartered Institute of Public Finance and Accountancy (CIPFA).

Juliet Davenport, OBE



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

Dr Angela Dean



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

Mary Dolson



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

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.

Jill Easterbrook



Jill is currently Managing Director - Developing Businesses - for Tesco plc. Jill joined Tesco in 2001 and has held leadership roles across a range of business areas including Retail Operations, Group Strategy, Corporate Affairs and Clothing. In January 2013 she was appointed to her current position.

Jill started her retail career with Marks and Spencer before joining Ernst and Young as a consultant where she worked for several years.

Delphine Ernotte Cunci



Appointed Group Deputy Chief Executive Officer of Orange in 2011, Delphine previously served as an Executive VP and Director of French Operations at Orange France and a Senior Executive Vice-President at France Telecom. Joining France Telecom in 1989, Delphine has held various

operational posts in the Group, particularly in research and development and as Sales Director of France. She was formerly Director of Agency Distribution and Regional Director for Centre Val de Loire, Director of Communications and Sponsorship France.

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. In this role, Tazim develops and executes solutions for driving business growth through acquisition and joint ventures across

UK and Europe, including Central and Eastern Europe (CEE) and the Commonwealth of Independent States (CIS). She has extensive experience of managing large multicultural projects and diverse groups of people. Tazim previously held similar roles at the 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 was appointed Chief Financial Officer EMEA and Americas at Standard Chartered Bank in 2010 and has been a member of the Executive Leadership Team since 2006. Joanna has extensive international experience in Financial Services having lived and worked in London, New York, Singapore, Shanghai and Dubai. Appointed CFO of Standard Chartered Bank (China) Limited in 2007, Joanna actively supported UK-Sino business relations and was Chair of the British Chamber of Commerce from 2009-2010. A leader in driving diversity and inclusion, Joanna set up and chaired Standard Chartered's Group Women's Council and established its 'Women in Leadership' development programmes. Joanna was also a Board member of the IFC sponsored Global Banking Alliance for Women.

Eilish Finan



Eilish is an NED and Audit Committee member of JP Morgan Dublin plc. As an independent director and consultant, she specialises in the financial services and property sectors. Eilish has extensive experience in the Financial Services industry. Previously, she was CFO and Director of

AIG Investments specialising in Investment Management, Fund Management, Trustee & Custodial Services, Securities Lending and Property Development & Asset Management. She is a member of the Board of NAMA and a fellow of the Institute of Chartered Accountants in Ireland.

Amanda Fisher



Amanda is MD of Balfour Beatty Workplace Corporate Services, responsible for delivering £250m-worth of annual facilities management services to the public and private sectors. Amanda is one of the five most senior women in the Balfour Beatty Group and, through her achievements, has created an environment that ensures many more will follow in her footsteps. Amanda is a former top triathlete and Sandhurst-trained army officer.

Sheila Flavel



Sheila is Chief Operating Officer, Founder Director and part owner of international IT services provider, FDM Group. Key instigator of the management buyout of FDM in 2010, Sheila spearheads FDM's global expansion programme. With an extensive IT career in both the public and private sectors, Sheila

is the driving force behind FDM's Global Women in IT initiative. She was the winner of the Cisco Corporate Leader of the Year award at the Everywoman in Technology Awards 2012.

Jayne-Anne Gadhia



Jayne-Anne joined Virgin Money in 2007 and holds the position of CEO. She trained as an accountant with Ernst & Young in 1982, before moving to Norwich Union in 1987. During the stock-market collapse of that year she was made Marketing Director of Norwich Union's unit-trust business.

Whilst there, she was involved in the deal that produced Virgin Money. Jayne-Anne also worked for Royal Bank of Scotland from 2001-2006, before returning to the Virgin Brand. In 2008 she was chosen by Richard Branson to lead the bid to take over Northern Rock, and secured the £747 million takeover in 2012.

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 to 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.

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 organisations 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 the Singapore Government.

Lyn Grobler



Lyn is the VP and CIO of IT Strategy and Corporate Functions and Alternative Energy and Shipping businesses at BP. With an extensive career in IT, Lyn has been responsible for projects in Banking, Trading and Energy environments for companies including ICL, Ralph M Parsons, Chase Manhattan

Bank and Koch Supply and Trading. Lyn is a member of Women in Technology and leads the Women in IT&S group within BP. Lyn has lived and worked in the UK and South Africa.

Susan Haird



Deputy Chief Executive of UK Trade and Investment 2004-2012, Susan was appointed an NED of the Management Board in 2011. Previously, she was Director for Human Resources & Change Management at the then DTI and Director of Export Control & Non Proliferation, where she was also UK

Governor on the Board of the International Atomic Energy Agency and the Organisation for the Prohibition of Chemical Weapons. Formerly Deputy CEO of the Office for Manpower Economics, Susan's previous posts within the then DTI included the nuclear industry, the vehicle industry and trade relations with Eastern Europe and Latin America. Susan was also Director of Equal Opportunities in Cabinet Office from 1989 to 1992.

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. Her

team invented a hypermedia system known as Microcosm, which pre-dates the World Wide Web. She 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 Royal Academy of Engineering. Last year Dame Wendy was listed on the BBC's Radio 4 Woman's Hour as one of the UK's most powerful women.

Heather Hancock



Heather is Managing Director Brand & Communications and Managing Partner for Talent and Brand UK at Deloitte. She is a partner in the Strategy Consulting business, specialising in the execution of public policy and governance/

accountability/delivery regimes in the public/private sectors. She joined the UK Executive in 2008. Previously, Heather worked in the public sector, the youngest-ever member of the Senior Civil Service in 1992, including private secretary to three Home Secretaries and accounting officer for The Millennium Commission. Formerly a Trustee of The Prince's Trust for more than 12 years and chair of its audit committee, Heather has been Chair of the BBC's only independent advisory committee for 10 years. She is a member of the House of Lords network for Senior Women in Public Leadership.

Sarah Harkness



Sarah was appointed as an NED of Yorkshire and the Humber Strategic Health Authority in 2007. With a background in corporate finance, Sarah spent nearly 15 years at NatWest Markets and four years leading the Andersen corporate advisory team in Yorkshire and the North East. Previously Sarah was a board

director of a specialist executive recruitment firm, and has served on not-for-profit boards including The Sheffield Theatres Trust and the Eureka! Children's Museum. She was an NED of Rotherham Priority NHS Trust and Chair of the Yorkshire and the Humber Strategic Health Authority's independent investigations committee. Sarah is an audit committee member of the University of Sheffield Council.

Lucy Heller



Lucy joined ARK (Absolute Return for Kids) in 2004 and was appointed Chief Executive in 2012; she is also MD of ARK Schools. She oversees the running of 18 academies in disadvantaged communities throughout the UK. She is responsible for a model of education which is driving current government

education policy. She came to ARK after having worked in the academic and trade publishing industries for many years. She was General Manager of the Observer from 1998-1999 and Managing Director of TSL Education, owned by News International from 2000-2003. Lucy is also an advisory board member of the Education Endowment Foundation and a council member of Specialist Schools and Academies Trust.

Sally-Ann Hibberd



Sally-Ann has a broad functional background having had experience in a wide variety of roles from engineering to Treasury/Finance and Service Quality to IT/Operations. However, most of her roles in the last 20 years have a common thread of 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 various senior executive roles with Lloyds TSB, Hill Samuel Asset Management, the Prudential Corporation and Mobil Oil Corporation. Sally-Ann is currently an NED for Loughborough University. Her current ambition is to build a non-executive portfolio in the financial services and industrial/engineering sectors.

Emma Howard Boyd



Emma is Director, Sustainable Investment and Governance at Jupiter Asset Management, responsible for management and development of Jupiter's sustainable investment business, corporate governance and engagement services for institutional clients and UK retail funds. Previously she was at Banque Nationale de Paris and Hill Samuel. Emma is a Non-Executive member of the Environment Agency Board, an NED of Aldersgate Group, Senior Associate of the University of Cambridge's Programme for Sustainability Leadership, Member of the Steering Committee of The 30% Club and Chair of its Investor Group. In 2007, Emma was a member of the Commission on Environmental Markets and Economic Performance, set up by the UK Government to make proposals on enhancing UK environmental industries, technologies and markets. Emma is a former Chair of UKSIF, a Director of Triodos Renewables plc and Trustee of the Artichoke Trust.

Vivian Hunt



Vivian is Director & Head of Pharmaceuticals and Medical Products Practice, EMEA, at McKinsey. She has served leading pharmaceutical companies on a broad range of strategy issues, including support for innovative pay or collaborations at Health Technology Assessment (HTA), due diligence and post-merger integration in global pharma transactions, including extensive work in China. Vivian has supported the development of corporate and commercial strategy and operational plans for more than 25 major ethical and over-the-counter drugs and has worked in a range of specialty health contexts, such as Primary Care Trusts and acute and mental health trusts. Vivian serves on the board of several UK charities including the Henry Smith Charity and Action on Addiction. In 2013 Vivian was voted the third most influential black woman in Britain. Prior to joining McKinsey, Vivian was a Healthcare Project Director in New York City.

Angela Hunter-Dobson



Angela is Director Customer Relations for Severn Trent plc, having joined them in May 2012. Angela commenced her career with IBM during its transformation from manufacturing to services business. She has since held senior operational leadership positions for Barclays, Hiscox and Vodafone, delivering customer services across B2B, B2C, domestic, international, indirect and regulated markets. In addition to leading her own award-winning customer operations, Angela has consulted in customer services over a wide variety of sectors.

Alison Hutchinson



Alison has been CEO of The Pennies Foundation since 2009. Using a technology solution which is fully automated, low cost and easy to implement, The Pennies Foundation gives customers the option to donate a few pence to charity when paying for goods or services by card. Alison is also a Trustee of the Charities Aid Foundation and an Independent Non-Executive Director of LMAX Limited. Previously she was CEO at Kensington Group plc, Managing Director at Kensington Mortgages, Marketing and Communications Director at Barclaycard, CEO Barclays B2B, Global Director of eFinancial Solutions at IBM and Chief Executive at E Net Corporation.

Patricia Jackson



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

Bahija Jallal



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 and is tasked with advancing the organisation's pipeline of drugs targeting several medical areas. Bahija joined MedImmune as Vice President, Translational Sciences in 2006 and has held roles of increasing responsibility. She has guided the MedImmune R&D organisation 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.

Penny James



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

Professor Kate Jenkins



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

Amanda Jobbins



Amanda was appointed as Sage's first Group Chief Marketing Officer in 2012 and drives their global brand, product marketing and pricing strategy, corporate communications and global alliance relationships. Before she joined Sage, Amanda worked for Cisco where she was Global Vice President of Partner Marketing, based in San Francisco; she also led Cisco's European marketing, driving the global strategic-partner business across enterprise, commercial and small business markets. In 2011 Amanda won the Chartered Institute of Marketing's Award for International Marketer of the Year and is an advisor to the Chief Marketing Office Council. Amanda previously worked in senior marketing leadership roles for IBM and Symantec in America and Europe.

Manveen Pam Kaur



Pam Kaur 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. She qualified as a chartered accountant at Ernst & Young. 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 in a variety of roles including Group Director of Compliance, Global Consumer Group, and Head of Business Risk and Control, Global Derivatives.

Ros King



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

Professor Dame Julia King



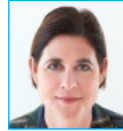
Dame Julia became Vice Chancellor of Aston University in 2006 following a career in both academia and the private sector. Prior to joining Aston she held a number of senior executive appointments at Rolls-Royce plc which included Director of Engineering for the Industrial Power Group, Managing Director of the Fan Systems Business and Engineering Director for the Marine Business. She is a past Chief Executive of the Institute of Physics and was Principal of the Engineering Faculty at Imperial University. Dame Julia is an NED of Angel Trains and the Green Investment Bank. She is a member of the Committee on Climate Change, the UAE-UK Business Council and the Airports Commission. She is the UK's Low Carbon Business Ambassador. She served as an NED of the Department for Business, Innovation and Skills for six years, was an inaugural member on the Governing Board of the European Institute of Innovation and Technology, and is a former member of the World Economic Forum Automotive Council.

Khanyisile Kweyama



Khanyisile is a member of the Anglo American plc's Group Management Committee and has been an NED of Anglo American Platinum and Kumba Iron Ore Limited since October 2012. She also serves as an NED on the board of Telkom SOC and Sentebale Trust (a Prince Harry Charity Foundation). Khanyisile served previously on the Executive Committee of Platinum as Executive Head of Human Resources. She has corporate experience in a number of international companies, including BMW, Altech and Barloworld Ltd, holding executive roles incorporating human resources, industrial relations, corporate affairs, stakeholder relations and transformation.

Kate Lampard



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

Ursula Mackenzie



Ursula is Chief Executive of Little, Brown Book Group. She started her career as a lecturer in English and American Literature at the University of Hong Kong, before deciding to pursue a career in publishing. She worked for the literary agency International Scripts and for Granada Television as Rights Manager before joining Bantam Press where she became a director. In 2000 she joined the Little, Brown Book Group and under her leadership the company was named Publisher of the Year in 2004. She was appointed Chief Executive and Publisher in 2006, winning another Publisher of the Year award for the company in 2010. In 2012 she was elected President of The Publishers Association. Last year Ursula was nominated by BBC's Radio 4 Woman's Hour as one of 100 most powerful women in the UK and has been recently nominated by Debrett's Ltd as one of Britain's 500 Most Influential People in 2014.

Miriam Maes



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

Rosemary Martin



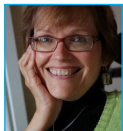
As Vodafone Group plc's General Counsel & Company Secretary, Rosemary is responsible for the telecoms group's legal & compliance affairs. Before joining Vodafone in 2010, Rosemary was Chief Executive of online legal publisher, Practical Law. She was General Counsel and Company Secretary of Reuters, the business information provider until 2008 where she led the legal, internal audit, sustainability and charitable foundation activities. She is an NED of HSBC Bank plc, the European arm of the HSBC Group, a member of the UK Listing Authority Advisory Panel, and has held non-executive roles at the Legal Services Board and in the NHS. In 2013 Rosemary was awarded the Women of Achievement – Legal Services Category Award for championing diversity in the workplace.

Jill May



Jill has worked as an investment banker for UBS and for S.G. Warburg & Co Ltd (acquired by the UBS Group in 1995) for 23 years and is an experienced mergers and acquisitions professional. In 2013 she was appointed to the Competition Commission as a Reporting Panel Member and to the Competition and Markets Authority as an NED. At UBS she was Chairman of the UBS women's network, All Bar None UK and was responsible for driving a number of diversity initiatives. She was a Trustee of the UBS Pension Fund from 2007 to 2010. Jill is on the Council of the National Trust, on the Council of Durham University and was Chairman of the 2012 Cancer Research Carol Concert at St Paul's Cathedral. She is also an NED of Langham Industries.

Alice Maynard



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

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 of 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.

Christine Miles



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

Lynn Minella



Lynn joined BAE Systems in June 2012 as the group director of Human Resources and is a member of the company's Executive Committee. Prior to this, Lynn was the senior vice president for Human Resources and Communications, and a member of the Corporate Executive Committee, for Air Products, a global industrial gases company in Allentown, Pennsylvania. Before this, Lynn spent 22 years at IBM, where she served in a variety of senior-level HR leadership positions including VP of Human Resources for IBM's Software Group, VP of Human Resources for IBM's Technology Group, and VP of Human Resources for Global Services Americas.

Hazel Moore



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

Angela Morrison



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

Meg Munn



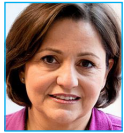
Meg has been the Member of Parliament for Sheffield Heeley since 2001 and will be standing down in 2015. Whilst a Minister she introduced Civil Partnerships in the UK and steered through parliament the Equality Act 2006 which established the Equality and Human Rights Commission. As a Foreign Office Minister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

Sharmila Nebhrajani



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

Hunada Nouss



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

Denise O'Donoghue



Denise is the Group Head of Investments and Treasury for Lancashire Holdings. She joined Lancashire in June 2007 and is responsible for all aspects of the investment portfolio and treasury functions for the group. Denise is also a member of the Investment Committee. Prior to joining

Lancashire, Denise was at Oil Insurance Limited managing the investment portfolio and heavily involved in all capital market transactions. Prior to Oil, Denise was at Zurich Investment Services, and obtained her CFA designation while working there.

Michele Oliver



Michele is UK Strategy Director on the board of Mars Chocolate (UK), having worked at Mars for 19 years across a variety of senior marketing and strategy roles – including UK Board Marketing Director, Global Brand Director, European Portfolio Director, European Innovation Director and Global

Sustainability Strategy Director. Previously she has worked for Oxfam in a voluntary capacity as a marketing advisor. She is an alumni of the LBS Global Business Consortium and an accredited senior-level Executive Coach.

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.

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. Before joining Maxus, Lindsay was Managing Partner at PHD UK and held positions with Sony Ericsson and Young and Rubicam.

Siobhan Reddy



Siobhan is Studio Director of Media Molecule, the computer games developer responsible for the multi award-winning Little Big Planet. She got her first job at Spike Wireless in her native Australia before relocating to England at the age of 18, where she began work as a Production Assistant with Perfect Entertainment. In 1999 she moved to Criterion Games, leaving to co-found Media Molecule in 2006. After winning a Production Award at the first ever Microsoft Women in Gaming Awards in 2009 for her work on Little Big Planet, she became known as one of the biggest movers and shakers in the gaming industry. She is currently a member of BAFTA's Games Committee.

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.

Alison Rose-Slade



Alison has recently been appointed Division CEO with RBS Group assuming responsibility for RBS Commercial and Private Banking. She has previously held other senior-level positions with RBS including Head of Division for EMEA, Markets and Investment Banking and Global Head of IB Capital at RBS Group. She is Chair of the Global Capital Allocation Committee, a Member of International Banking Executive Committee, the Divisional Executive Committee, Co-chair of the UK Corporates Management Committee and a Member of the Compass Board - governing body of M&IB's women's network. She is also responsible for driving M&IB's Diversity and Inclusion strategy. Previously, Alison was Head of Corporate Coverage and Client Management EMEA within GBM, Head of Leverage Finance, EMEA, and Head of Non-Investment Grade DCM.

Fiona Ross



Fiona has just retired as Director of the National Library of Ireland (NLI), having joined after a 25 year career in international finance that included working in London, Eastern Europe, Asia and the United States. In a challenging economic environment, Fiona pioneered the use of modern digital technologies and award winning social media to drive record users to access the NLI's internationally renowned collections. An experienced Board member, Fiona currently sits on UK and Ireland Boards including The National Archives in Kew and the Board of the Registers of Scotland and has recently completed her term as a Board member of the Association of Chief Executives of State Agencies in Ireland. Fiona is a qualified lawyer with expertise in the field of leadership and governance and has extensive international experience and contemporary public/private sector knowledge.

Nina Schofield



Nina is a member of the Group Management Team with AMEC plc. Nina joined AMEC in 2003. She is a Chartered Health and Safety Practitioner and holds an MA and a BA in Law. Nina started out in the offshore drilling sector before joining AMEC as the Oil and Gas HSE Manager in 2003. In 2004, she became the HSE Director for the Natural Resources Division before becoming the Group HSSE Director in 2007, with responsibility for the Group's health, safety, security and environment. She has worked in the UK, Azerbaijan, Canada and US.

Judith Shepherd



Judith is Managing Director and the Global General Counsel for the Corporate Investment Bank at Barclays. She is on the investment bank's Executive Committee, sits on its Global Diversity Committee, is a member of its Global Partnership Committee and is an executive sponsor of its Women's Initiatives

Network in EMEA. Judith's experience in the legal profession spans over 20 years including as a former corporate finance partner at a US law firm before joining the Barclays Group as a Deputy General Counsel in 2006. Judith was named in the FT's 100 Influential Women list. She is also a panel member of the UK Women in Law Advisory Board, is an Honorary Fellow of the Society for Advanced Legal Studies and on the advisory board of the Linklaters Law & Business School.

Valerie Soranno Keating



Valerie is the CEO of Barclaycard, an international payments business with over £200bn in annual payments. She is on the Board of Visa Europe Ltd, chairs the Barclays Global Payment Council and is Chair of the Board of Barclays Bank of Delaware. Prior to joining Barclaycard, Valerie spent 16

years with American Express where she held a number of senior management positions. This was preceded by a distinguished career with AT Kearney. In 2003 she was honoured by Crain's New York Business as one of the '40 Under 40' outstanding business leaders and in 2011 she was ranked fourth in American Banker magazine's 25 Most Powerful Women in Finance list.

Janice Smethurst



Janice joined United Utilities in 2008, initially as Division Head, Supply Chain. Since then she has held the position of Commercial Director and is now Director, Supply Chain. Janice has previously held senior roles with Littlewoods Shop Direct Group as Head of Purchasing, AstraZeneca as Global Category

Leader and Purchasing Manager with Royal Mail. She has also held senior positions with United Insurance Group and HM Customs.

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 had been 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 the 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.

Jayne Styles



Jayne has been Chief Investment Officer of Amlin plc, a FTSE 150 insurance and reinsurance company, since 2002 where she is responsible for running their £4.5bn funds under management. In 2012 she was appointed to the General Management Committee, which directs the Group's strategy. Prior to joining

Amlin, she worked as an independent management consultant advising a number of blue chip companies, whilst completing an Executive MBA at Cranfield University School of Management. Jayne was previously Head of International Equities at Halifax Fund Management Limited.

Helen Stevenson



Helen was appointed as an 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.

Allyson Stewart-Allen



Allyson is a business adviser with expertise in the fields of international marketing and inter-cultural working. Following her early career with blue-chip consulting firms PwC, PA Consulting Group and Hay Management Consultants, Allyson now advises executives and Boards of Directors in the

professional services, food & drink, travel, consumer goods and industrial sectors. Her work with clients enables them to lead and manage across cultures, achieve their marketing and business development strategies through successful strategic alliances/joint ventures, organic growth and/or acquisitions. She has previously won the European Federation for Management Development's Excellence in Practice Award (2009, 2012), is a Faculty member of the Marketing Academy and an active Fellow of the Chartered Institute of Marketing.

Cheryl Sunderland



Cheryl is Senior Vice President and International Treasurer of State Street, responsible for the Treasury operations outside the US. Previously, Cheryl was Vice President of Financial Markets at Royal Dutch Shell plc in charge of external financing and Treasury Compliance. Prior to Shell, Cheryl

was a Principal of Adinvest AG, a Zurich-based private equity firm, and Head of Corporate Finance, Business Valuation/Planning and Investor Relations functions at ABB Ltd. Before moving into corporate finance, Cheryl held positions in investment and commercial banking in Asia and Europe.

Christine Tacon, CBE



Christine was appointed the first Grocery Code Adjudicator to oversee the implementation of the Groceries Supply Code of Practice between retailers and their direct suppliers. A Chartered Engineer with extensive experience in sales and marketing (Mars, Anchor, Vodafone), Christine ran the Co-

operative Group's farming business, the largest in the UK, for 11 years. Awarded a CBE for services to agriculture, Christine is an NED of Anglia Farmers, a member of DEFRA's Strategic Regulatory Scrutiny Panel, a Governor of Harper Adams University and is on the Business Advisory Board of Living with Environmental Change, a partnership of the Research Councils. She chairs the BBC Rural Affairs Advisory Committee and the Food and Drink Engineering Forum and is a member of the UKTI Environment and Water Sector Advisory Group.

Suzanna Taverne



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

Julia Tyson



Julia was appointed Group HR Director at insurance group LV= in 2013 after seven years in a similar role at construction leaders, Wates Group. She previously held senior strategic and transformational roles at Centrica, RBS and Barclays Capital and has served as an NED at a FTSE 350 company, Gibbs and Dandy. Julia currently has responsibility for 5700 staff and an HR team of more than 100 people. She is a Henley qualified executive coach with a strong interest in privately owned companies.

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Diane Varrin Eshleman



Diane is Managing Director and Chief Procurement Officer for Barclays. Diane joined Barclays in 2009 and has a full range of previous experience having spent over 25 years at JP Morgan in a variety of global roles, including Executive Vice President for Global Investor Services, Head of Trust Company, Clearance and Agency CEO and Executive Team Member for Worldwide Securities Services. She is a member of the Financial Women's Association (USA) and the Global Investment Technology Leadership Roundtable.

Worldwide Securities Services. She is a member of the Financial Women's Association (USA) and the Global Investment Technology Leadership Roundtable.

Pam Walkden



Pam has extensive experience in the financial services industry, has been a member of the Executive Leadership Team of Standard Chartered plc since 2001 and Group Treasurer for the past four years, with responsibility for a balance sheet of over USD600 billion. Previously, Pam was Group Head of ALM and Regional Markets, Group Head of Internal Audit, Group Investor Relations Manager and Group Head of Corporate Affairs. In this role she was responsible for all internal and external communication and government and investor relations.

Group Head of ALM and Regional Markets, Group Head of Internal Audit, Group Investor Relations Manager and Group Head of Corporate Affairs. In this role she was responsible for all internal and external communication and government and investor relations.

Siobhan Walker



Siobhan was appointed MD of Financial Sponsors Group at ING in 2010 and holds responsibility for originating, and advising on, mergers and acquisitions and capital markets transactions in Russia and the Commonwealth of Independent States (CIS). Previously, she was Managing Director & Co-Head of Corporate Finance Russia, CIS Regional Head of Corporate Financial Services and Head of Structured Finance. Her earlier career was at ANZ Grindlays Bank in London and Gabarone. She has been an Independent NED and Chair of the Audit and Risk Committees of Global Ports Investments plc since June 2011.

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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 FMCG 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'Oreal 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'Oreal China.

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 where she led the combined technical and marketing team. 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.

Caroline Waters, OBE



Caroline is regarded as a leading director in HR, having stepped down from BT after 34 years. Prior to her role as Director of People and Policy, she was Director of Employment Policy, HR Strategy Partner for the BT Group, HR Manager BT Europe and Director HR Programmes and HQ Services.

Caroline sits on the board of the UK Resource Centre for Women, encouraging women into technical careers, is founder and chair of the Employers Forum on Belief and chair of Employers for Carers, where she was influential in changing legislation to extend the right to request flexible working. Caroline is a member of the Civil Service Management Board Diversity & Equality Sub-Group, the Employers for Work/Life Balance Advisory Group, the NCH Corporate HR Strategy Group, the IPPR Equality & Diversity Taskforce, the Dignity at Work Partnership Steering Group, the Ambition:IT Steering Group, Chair of the Lone Parents Working Group and the Carers UK ACE National Employer's Group and a member of the Stichting Permits Board.

Sian Westerman



Sian is a Managing Director in the Global Financial Advisory Division of Rothschild, specialising in complex mergers, acquisitions and disposals, capital raisings, corporate governance, strategic advice and investor communication issues with a focus on the Retail and Luxury Goods sectors. She is also

Global Head of Marketing and Corporate Affairs for the Rothschild Group. Sian was a Non-Executive Director of A.S.H.S Limited and a Director of Westside Independent School, focussed on getting students back on track with their studies. She is a Steering Committee member of the 30% Club and a member of the Royal Academy Corporate Board. Sian initially qualified as a solicitor with Slaughter and May.

Cynthia Whelan



Cynthia joined Telstra Corporation Ltd in 2013 as Group MD Finance and was appointed Director for Autohome Inc in Dec 2103. Prior to this, Cynthia was based in Sydney and held the position of Chief Executive for Barclays in Australia and New Zealand where she had responsibility for the Global Markets,

Distribution, Infrastructure and Investment Banking operations of the Bank in this region. Cynthia is on the Board of the Sydney Women's Fund and is a founding member of the Australia Advisory Board for Room to Read.

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.

Gillian Wilmot



In 2013 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 80'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.

Margaret Wilson



Margaret is an educational professional with over 30 years' experience of working in and leading a wide range of schools. She is a National Leader of Education and Principal of The King John School in Essex which converted to an academy in April 2011 and is graded as outstanding by Ofsted. The school

is a designated national support school and sponsors a newly formed academy, where Margaret has been appointed Executive Principal, as well as being a lead partner in a National Challenge Trust school. Margaret is an NED on the board of Pearson Education Ltd and a board member of Anglia Ruskin University. She was recently awarded a doctorate for her contribution to education.

Leanne Wood



Leanne has a wealth of experience in HR and strategy and 13 years' experience at Diageo. She has both global and local market experience following roles in the UK, Asia, Ireland and Africa. Leanne was appointed as Group Human Resources Director Diageo in July 2013. Leanne joined Diageo

in 2000 as a Global Strategy Manager. Since that time she has held a number of strategy and HR roles at the company, including HR Director for Asia Venture Markets, HR Director GB On Trade, HR Director for Ireland and latterly HR Director for Africa. Prior to joining Diageo, Leanne worked at Dunkin' Brands as a Finance Manager and Allied Domecq as a Strategy Manager.

Professor Ngaire Woods



Ngaire led the creation of the Blavatnik School of Government at Oxford University and, before her appointment as the inaugural Dean, served as the School's Academic Director. Her research focuses on global economic governance, the challenges of globalization, global development, and the role

of international institutions. She founded and is the Director of the Global Economic Governance Programme and is co-founder of the Oxford-Princeton Global Leaders Fellowship programme. Ngaire has served as an Advisor to the IMF Board, to the UNDP's Human Development Report, and to the Commonwealth Heads of Government. She has also served as a member of the IMF European Regional Advisory Group, and Chair of a World Economic Forum's Global Agenda Council. She is currently a Rhodes Trustee, an NED of Arup and a member of the Advisory Group of the Center for Global Development in Washington DC.