

The Class of 2015

New NEDs in the FTSE 350



Foreword

When I think back on the evolution of corporate governance in general, and of board composition and *modus operandi* in particular, it's hard not to be impressed by the level and quality of change we've seen in the past few years. The first formalised set of governance guidelines in this country were only published about 25 years ago – the 1992 Cadbury Report. Since then however, there have been periodic, almost annual, revisions and amendments to these guidelines that have gradually helped Chairmen, boards and organisations form a fairly common view of what good governance looks like.

In my career as a Chief Executive first and then as a non-executive board leader later, I could not fail to observe the steady progress in governance, since it has been part of my daily life for many years. This is epitomised by a number of key governance principles, such as the separation of the CEO role from the Chairman role, the importance of having truly independent directors and the need for continuously refreshing board skills. Changes in the accounting world and analyst coverage have gone along with it. At the same time, less formalised but equally important changes have occurred, including a more rigorous approach to CEO succession planning, stronger consideration of boardroom diversity, professionalising the non-executive director role, plus driving increased scrutiny and accountability of the board's activities.

But the pace of change is unlikely to lessen in the years to come. The hints of this can be spotted in boardrooms across the country. Identifying and making sense of these surfacing trends is arguably the best way to prepare for the next wave of change. Korn Ferry's Class of 2015 study offers insight into the new generation of non-executive directors, their skills and backgrounds, and is instrumental in the process of recognising where boards are heading, what they value and how they are pursuing their respective mandates.

The clearest indication of things to come – and one we are all witnessing already – is represented by the significant increase in the appointment of digitally-aware professionals to FTSE 350 boards, from 4% in 2012 to 18% in 2015.

Technologically trained directors have always been well qualified in this digital area, but the ubiquitous nature now of all things electronic and digital has expanded the need for this skill across virtually every field and specialisation in business. Compare the contents of your pocket and briefcase to what they were 10 years ago. Beyond the obvious implication of technology becoming a more ingrained component of business life, it's not hard to imagine the profound consequences on boardroom dynamics and the sophisticated tools we can turn to for analysis and insights.

We are seeing more “young” directors from non-traditional business backgrounds joining boards and they sometimes bring a different view of evolving business models to their senior peers. This might occasionally inject more tension into the Boardroom discussions, but it will almost certainly be constructive and helpful longer-term. The richness of discussion that can spring from this new mix of directors, when guided by the Chairman in a balanced way, is very positive in my view. Ideas get better for the testing. This gradual change is to the benefit of management, the company and all stakeholders involved.

It is reassuring to learn from this “Class of” report that nomination committees’ commitment to fostering gender diversity has not wavered after reaching the 2015 objective of 25% women on the boards of FTSE 100 companies. The upward trend in female appointments since 2007 is clear and became stronger following the 2011 Davies Report. There is an increasing volume of literature underscoring the added benefit of diverse teams – stronger performance, richer discussions, higher efficiency and ultimately, better results. Diversity in its widest sense is important for all companies, particularly those with broad international operations. This in turn signals that those companies that are investing in diversity at board, executive and professional level today will be the winners of tomorrow.

I have a personal passion for innovation as a means of achieving sustainable competitive advantage. Above market growth via innovation is the most assured way to achieving above market value creation. The small differences in capability which exist between great companies, whether that be in procurement, in operations or in sales and marketing, is insufficient to bring real differentiation between competitors and produce above-market growth. If a company cannot out-procure, out-operate or out-market its competitors, it has to out-think them. This is where innovation comes in and we have to do it everywhere. It is the only way established companies can beat entrenched competitors or creative new market entrants. Boards need to encourage and inspire company management to push on innovation as the single best way to achieve sustainable competitive advantage. If we don’t invest in the future, it won’t be there when we need it.

Digital appointments and female directors are only two of the most prominent trends at play that will have profound and long lasting effects on boards and governance. A more volatile business environment, increased investor activism and tightening regulation have added complexity and sometimes even disappointment to the NED role. This is demonstrated by the reduced numbers of sitting executives with the time or the will for demanding supervisory board roles, and the growing appointment of individuals familiar with the challenges of managing Plc businesses.

One is therefore left to wonder what the implications are moving forward. The gradual professionalisation of the NED role will clearly lead to better overall decision making, but will the increased complexity and time consumed in compliance and regulation be an inhibitor to action and corporate entrepreneurialism? In reality, we need to do both things well. What we must not do is to suppress creativity and imagination on boards and in management because this is ultimately what drives a company's competitiveness and, as Keynes would say, its intrinsic value. No amount of process will replace innovation as the key to making better companies and driving higher levels of value creation for shareholders.

These are the kinds of questions and challenges that I find intellectually stimulating and worthy of debate. And as a Chairman, I believe it is my duty to try to answer them with my decisions. Any publication that helps me stay current and reflect on trends and upcoming changes to the business and governance world is, therefore, a welcome source of inspiration.

Sir George Buckley

Chairman, Smiths Group Plc; former Chairman and CEO, 3M Co.

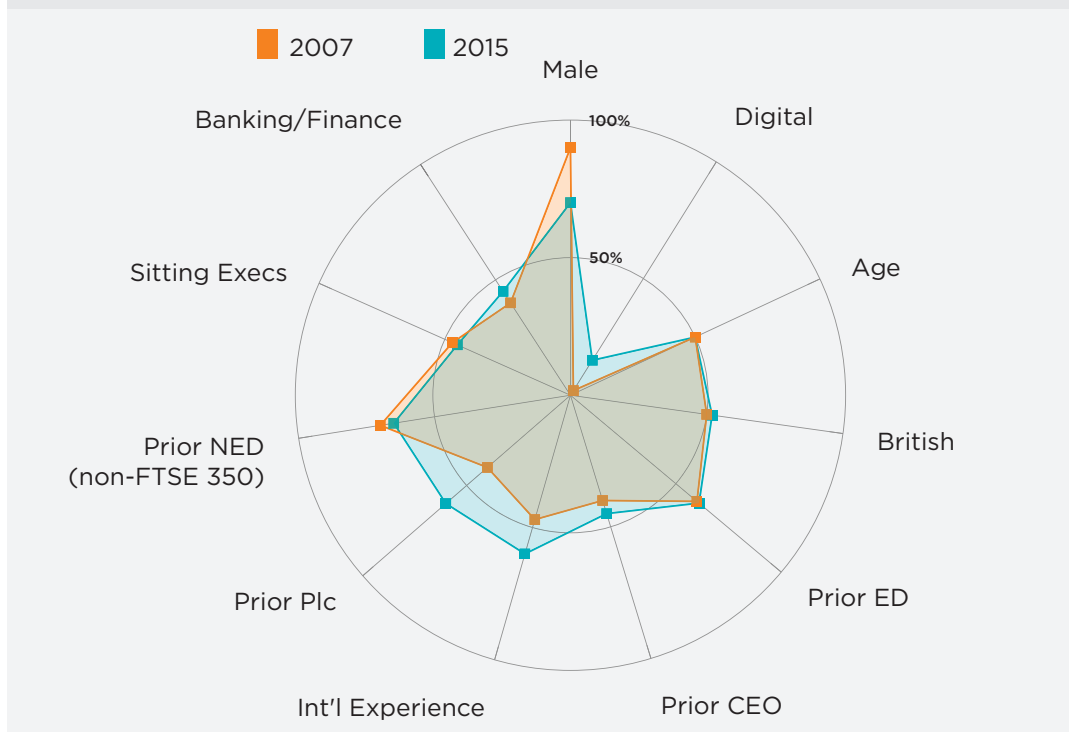
Executive summary

We are pleased to introduce The Class of 2015, Korn Ferry's study of those individuals who, in 2015 - and for the first time in their careers -, have been appointed to a non-executive role on the board of a FTSE 350 company. In its fourth year¹, our research focuses on 2015 NED designations and draws on historical data from previous studies to identify and comment on trends in the boards of the UK's largest companies.

The composition of the Class of has mutated over the years across certain key categories, as illustrated in the graph below. The Class of 2015 is substantially less male-dominated and is partially more digital savvy than the Class of 2007, but slightly older (average of 54.6 years versus 53.5 years in 2007). The percentage of Class of members with an executive directorship background is unchanged between 2007 and 2015, but the percentage of Chief Executives has increased. Many have matured professional experience with Plc organisations but fewer have held NED roles previously. Just as in 2007, British nationals maintain a presence in excess of 50% and yet, noticeably, it is a more internationally-minded group. Sitting executives' figures have not changed meaningfully, while the banking/finance category remains the most represented discipline.

Figure 1

Class of 2007 vs. Class of 2015



¹ Note: The first Class of report, Class of 2012, also included 2007 data, for comparison purposes

The first section of this report discusses this data to provide insight on recent developments impacting the selection of FTSE 350 NEDs. The topical themes of gender diversity and digital recruitment that have recently curbed the agendas of nomination committees are discussed in the ensuing pages, with data showing a slowdown in the former theme and acceleration in the latter. Additionally, nationality and professional backgrounds of the new NEDs are examined, revealing a preference for internationally experienced individuals as long as they are UK or European residents. At the same time, there seems to be no real motivation for NomCos to cast their recruitment nets beyond the tried and tested pools of individuals from the banking/finance and commercial/general management disciplines. Other than having a career as a UK/European banker or GM, being a sitting or former Chief Executive is likely to boost one's chances to obtain an NED position, as demonstrated by the analysis of executives transitioning to a portfolio career, on page 12. Finally, as the year just passed registered continued appetite for LSE-listings – although not as strong as in 2014 and 2013 (92, 137 and 103 public offerings, respectively)² – it is interesting to note that almost one fifth of the Class of members gained FTSE 350 access through IPO boards.

We also asked members of the Class of 2015 to complete a survey apropos their initial experience as large-cap board directors as well as their motivations for pursuing a non-executive career. Their responses and advice to aspiring FTSE 350 NEDs, coupled with selected case studies, are included in the second section of this report.

Finally, short biographical profiles of each member of the Class of 2015 are provided in section three. There are also separate indexes for female, digital and CEO appointments as well as lists of the youngest NEDs and of the Class of members from the companies with the largest capitalisation.

² PwC. "IPO Watch Europe annual review". 2013. 2014. 2015

Methodology

Korn Ferry used secondary data sources including Boardex, a third-party independent database of board directors, LinkedIn, and Korn Ferry's proprietary database of over 8 million profiles of executive and non-executive professionals to identify first-time FTSE 350 NED appointments in 2015 and their characteristics (including gender, age, professional background, nationality, international experience, and digital capability). We then compared the findings from 2015 to similar analyses from past years.

Our primary research included surveying each first-time FTSE 350 NED in 2015. Our study is further complemented by in-depth interviews with a number of first-time NEDs.

Figures provided in this report are as of January 2016.

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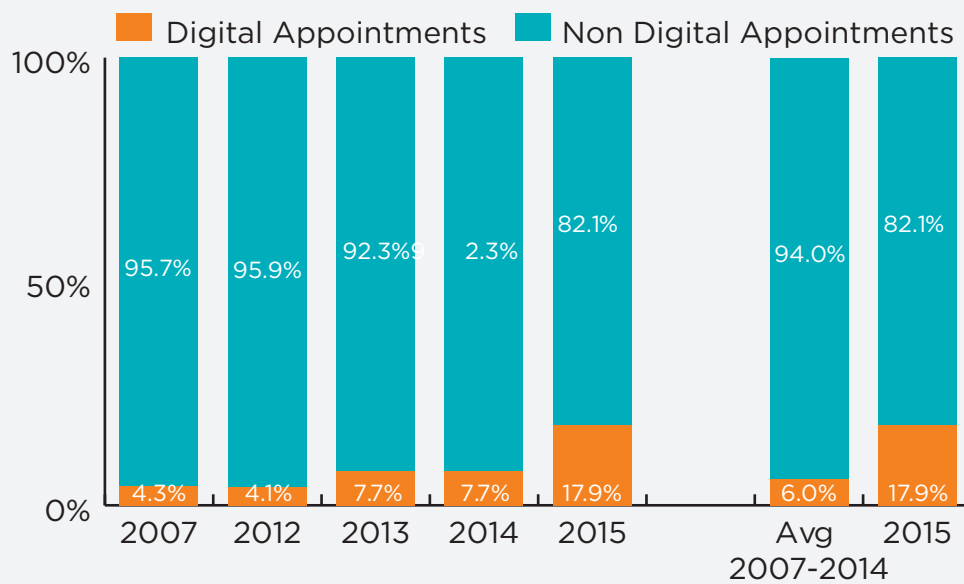
The year of living digitally.

Since Korn Ferry started compiling and analysing data for the Class of report series, we have tracked the number of first time FTSE 350 Non-Executive Directors with distinct expertise in the digital and technology fields. Looking at the data going back to 2007, it may look as if boards have been slow to react to the digital revolution which, already in 2007, was in full swing; just nine of the members of the Class of 2007 were digital appointments.

However, a more accurate interpretation points to several reasons for this perceived stalling of digital NED appointments. The most obvious (yet possibly not the primary) cause is to be identified in the pool size of tech-savvy candidates, which was – and largely remains – narrow, thus making the job of Nomination Committees seeking digital experts particularly challenging. The context in which boards have operated since 2007 should also be considered. In the wake of the financial crisis, boards' agendas have swelled with pressing matters relating to the rewriting of corporate governance, tightening risk management procedures, and complying with stiffer regulation, not to mention the increased public scrutiny and a fleeting economic recovery. In the early 2010s', as corporate leadership came to terms with this far more complex operating landscape, the crusade for increased gender diversity shifted the focus towards the appointment of capable women who could add much needed diversity of thought to boardroom debates. That the digital agenda remained front of mind for many boards of directors is inferred from the laudable yet timid efforts made in 2013 and 2014 to bring digital natives to boards. It is clear however, that only in 2015, with softened pressure on gender diversity and a more benign trading environment, Nomination Committees were able to convincingly drive the boardroom digital revolution.

Within the Class of 2015, 39 members had a digital or technology background, equalling 18% of the total. This compares with 18 (7.7%) in 2014 and an average of 14 (6%) for the period 2007 – 2014. In order to achieve this, Boards cast their net wide, recruiting individuals across a spectrum of sub-sectors, from more traditional telecommunication companies, to software and IT providers, social media giants and pure digital players.

Figure 2

Classes of 2007 - 2015, digital appointments

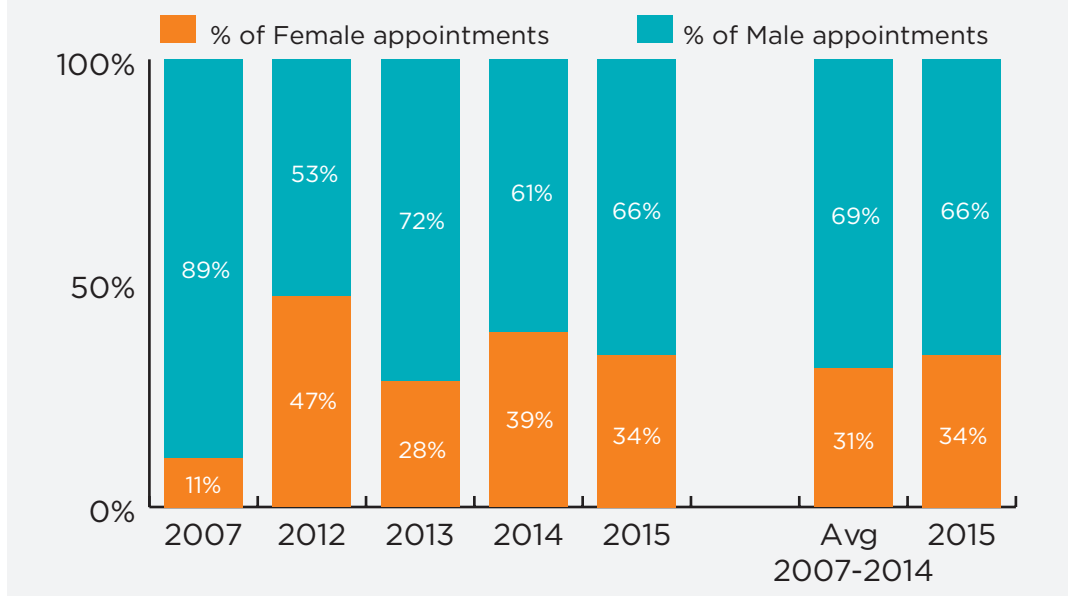
The results obtained in 2015 are encouraging and we would expect this trend to continue over the next few years. However, we have observed that at times, even well-qualified board directors with strong technical backgrounds do not fit into a formal board structure. They can feel uncomfortable with the governance aspect of the role and, in the worst cases, make a narrow contribution to the board. Increasingly, this is leading organisations to forgo the appointment to the board of one digital expert in favour of creating a Technology Advisory Board to cover the full spectrum of the digital/technology challenges and opportunities. In the coming years, it will be interesting to monitor the impact of the creation of Technology Advisory Boards on digital NED appointments.

From gender diversity towards gender equality?

The trend already seen in previous years of increasing boardroom gender diversity has continued in 2015, albeit at a slower pace than in the previous 12 months: 75 Class of 2015 NEDs, or 34% of the total, are women. This is higher than the historical average of 69 (31%) for the period 2007 – 2014, but is a contraction from the 90 female appointments (39%) registered in 2014.

Figure 3

Class of 2007 – 2015, female appointments



Following the publication of Women on Boards Review in 2011 – also known as the Lord Davies report – boards of directors across the UK’s largest companies grew committed to the target set out in the report: doubling female representation on FTSE 100 boards from 12.5% in 2011 to 25% by 2015³. Boards recognised not only the moral duty of empowering women to be active participants in the boardroom debate, but also the good business sense associated with it, as numerous studies⁴ have demonstrated that diverse teams are more effective, perform better and deliver stronger results. Whatever the drivers, it is laudable that their keen commitment from board directors led to achieving the 25% target.

³ Lord Davies of Abersoch. “Women on boards review”. Department for Business, Innovation & Skills. February 2011

⁴ Hunt V., Layton D., Prince S. “Why diversity matters,” McKinsey & Company. January 2015
Grant Thornton. “Women in business: the value of diversity.” October 2015

Having delivered on the diversity agenda – although a new target of 33% by 2020 has been recommended – boards were able to steer the succession debate towards broader diversity, particularly digital and, to a lesser degree, nationality diversity. Nonetheless, were FTSE companies to maintain the current pace of female NED appointments, the more ambitious objective of 33% women on boards will also be reached, moving boards increasingly towards equal gender representation.

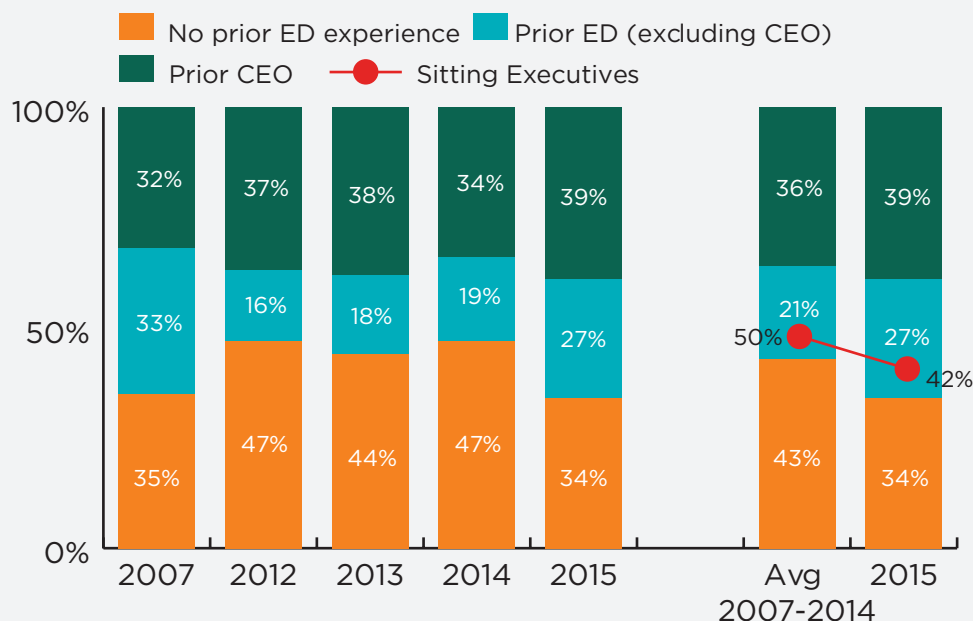
EDs – particularly CEOs – Welcome on UK Boards

Executives have traditionally been favoured for non-executive roles over those who could not display executive-level experience on their CVs. Arguably, the executive and non-executive roles carry different accountabilities and responsibilities, but individuals who have been exposed to the workings of a board, even if from an executive angle, can more easily transition into a non-executive career and contribute to board activities early on. Data from our analysis add quantitative validity to this logic: in 2015, just as in 2007, approximately two thirds of the Class of had executive experience (including CEO experience).

Compared to 2007, in the period 2012 – 2014, EDs consistently secured over 50% of the Class of NED positions, although the split between EDs and non-EDs narrowed. The reason for this is once again to be identified with the push for diversity. A male-dominated business environment⁵ has traditionally made it challenging for women to break through from lower management ranks and into the executive spotlight. As boards looked to boost their female representation, they had to relinquish some of their traditional search criteria, including prior executive experience. However, as in 2015 NomCos slightly lifted the pedal from the gender diversity accelerator, the percentage of EDs jumped back to pre-Davies report levels.

Figure 4

Class of 2007 – 2015, executive and CEO appointments; sitting executives



⁵ McKinsey & Company. "Women in the workplace." September 2015

In looking at the composition of the ED population, two elements deserve further attention: the CEO category and the number of sitting executives.

CEOs accounted for 39% of the entire Class of 2015, a significant increase from the 32% registered in 2007. Additionally, during the period 2012 – 2014, Boards appointed fewer executives than in 2007, the percentage of CEOs remained strong (37% in 2012, 38% in 2013, and 34% in 2014). This is clear evidence of the value that “top of the house” leaders contribute to boardrooms, something that Nomination Committees are unwilling to forfeit, even in the face of heightened diversity pressure (2012 – 2014) or need to acquire digital expertise (2015).

Of the 218 executives who obtained their first FTSE 350 seat in 2015, only 42% (91) were sitting executives, in stark contrast with the 50% average of the period 2012 – 2014. A broader strategic agenda, a more punitive regulatory environment and the rise of shareholder activism have contributed to an extension in the number of days that NEDs need to discharge their duties effectively. Increased time requirement is a luxury that few executives can afford, making them more hesitant than in the past to accept non-executive positions.

The job of the NED has become far more complex

When considering i) the relentless focus of NomCos on appointing CEOs to NED roles despite the pressure to diversify their male, non-tech-savvy boardrooms, ii) the full agendas and consequent increase in time commitment for non-executive positions, and iii) the volatile business environment in which companies operate, it becomes difficult to refute that the job of the NED has become far more complex than even a decade ago.

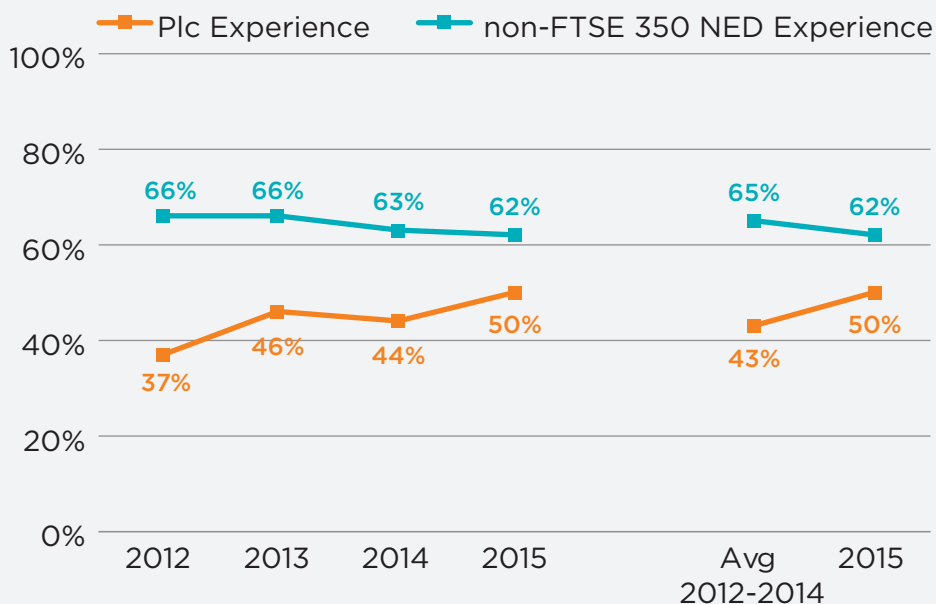
Two further data sets from the Class of reports corroborate this view:

- **Previous NED (non-FTSE 350) experience:** In the period 2012 – 2014, the average number of Class of members with prior, non-FTSE 350 NED experience was 149 (65% of the total). In 2015, only 136 (62%) could boast such background. The analysis of recent Class of membership shows that the 2015 results are the latest decline in a downward trajectory: 66.3% in 2012, 66.2% in 2013, 62.7% in 2014, and 136 62.5% in 2015;
- **Previous Plc experience:** 50% of the 2015 Class of members have worked for Plc organisations. The same category accounted for only 37% in 2012 and for 43%, on average, in the period 2012 – 2014, therefore showing an upward trend.

The above shows a marked preference for appointing individuals acquainted with the complexity of a listed, Plc organisation, even if that means lessening the requirement for familiarity with the workings and operations of a non-executive board.

Figure 5

Class of 2012–2015, prior Plc and NED (non-FTSE350) experience of appointees



Gaining global experience locally

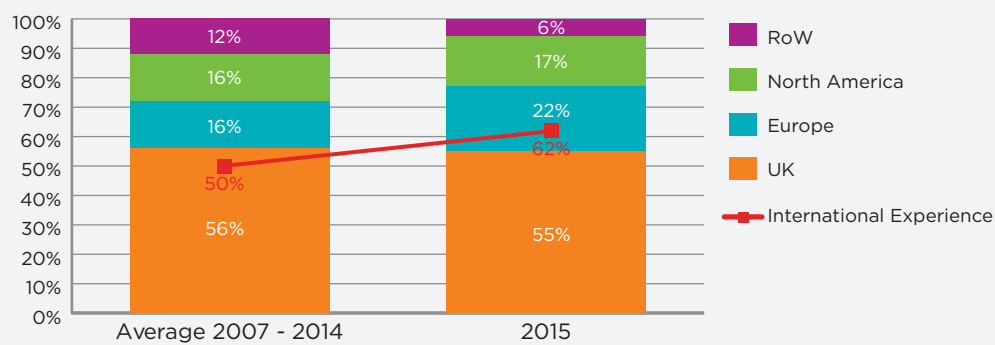
The upward trend observed in previous years in Class of members with international experience has continued (and strengthened) in 2015: 136 Class of 2015 members (62%) had international experience, compared with 129 (55%) in 2014 and an average of 111 (50%) in the period 2007 – 2014.

Increasing percentages of individuals with knowledge of foreign markets has not, however, translated into a more internationally diverse Class. The percentage of British nationals is substantially unchanged from the historical average of 2007 – 2012: 55% in 2015 vs. 56% in the period average (although it is lower than the 59% registered in 2014). Additionally, while in previous years the combined regions of Latin America, Asia, Middle East and Africa accounted, on average, for 12% of the remaining 45%, in 2015 those regions contributed only 6% of the members of the Class of. Particularly Europe benefited from this shift, bringing to the Class of 47 individuals, or 22%, compared to an average of 16% in 2007 – 2014.

This marked focus on European citizens over those from farther regions is not a retrenchment from international diversity per se, but rather a solution to the logistical challenges - and associated costs - of flying non-UK/European residents across continents to attend board meetings. Furthermore, as the data at the beginning of this section proves, the increase in appointees with international experience demonstrates that access to and understanding of other geographic markets can be achieved through the recruitment of individuals with personal business experience of overseas economies. Not surprisingly, therefore, in the Class of 2015 there are 48 (22%) EDs from foreign listed companies, the highest number on record since we initiated the Class of series and approximately twice the average 2007-2014 figure (25 individuals or 11%).

Figure 6

Class of 2007–2015, nationalities breakdown



Disaffection for seasoned NEDs on IPO boards?

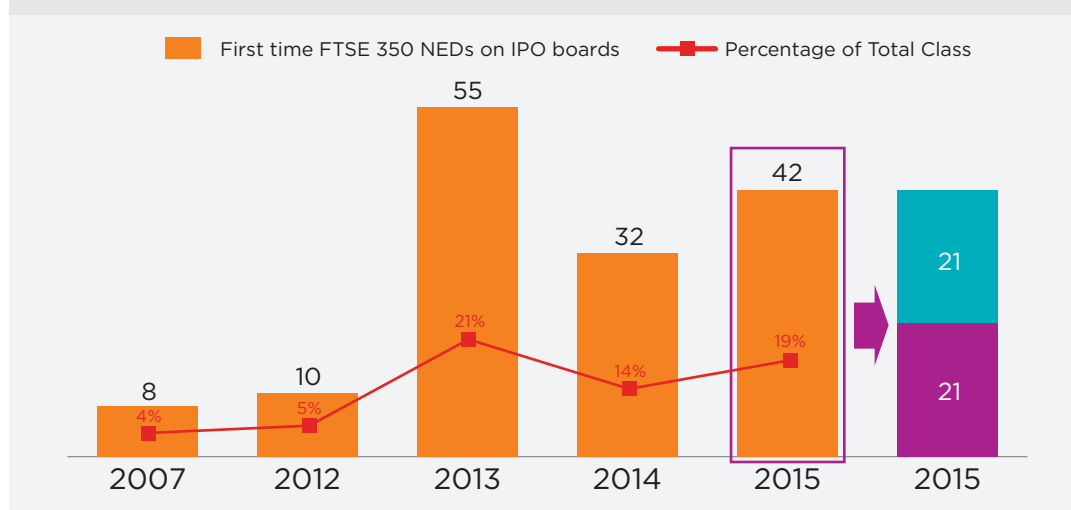
Newly-formed IPO boards continue to be a platform to bring individuals to FTSE 350 boards for the first time in their careers. 42 Class of 2015 NEDs (19%) were appointed to IPO boards in 2015, compared with 32 (14%) in 2014 and 55 (21%) in 2013.

The relatively high number of individuals appointed to IPO boards despite being uninitiated to the complexities of a FTSE 350 regulatory, shareholding and operating environment, seems counterintuitive. Typically, seasoned non-executives are instrumental in helping management and the company to transition from the relatively safe harbours of the private, concentrated shareholding to the deep waters of the volatile, more demanding public ownership. The calm advice to management and access to best practice that “battle-scarred” NEDs contribute can be one of the determining factors in a successful floatation.

A deeper analysis of the 42 appointments that occurred in 2015 shows that half were shareholder representatives and former executives. The other half of independent NEDs is an interesting mix of skills and backgrounds: about a third comes from the traditional financial services sector, five are digital experts and the rest include strategy consultants, a CRO, a CEO from the biopharma sector, a media BD and an airline executive. Additionally, six of them are non-British.

The fact that 21 directors were selected for their insider knowledge of the business and connections with the main owners is evidence of the secure grip that shareholders are willing to maintain on their companies post-listing. The other half of the appointments instead paints a picture of boards selecting individuals with a particular skillset, one that forced them to seek their next appointees beyond the tried and tested group of experienced non-executives. It becomes therefore clear that those 42 appointments were the fruit of necessity rather than a counterintuitive refusal to seek advice from accomplished NEDs.

Figure 7

Class of 2007–2015, Class of members on IPO boards; 2015 breakdown

Non-diverse disciplines

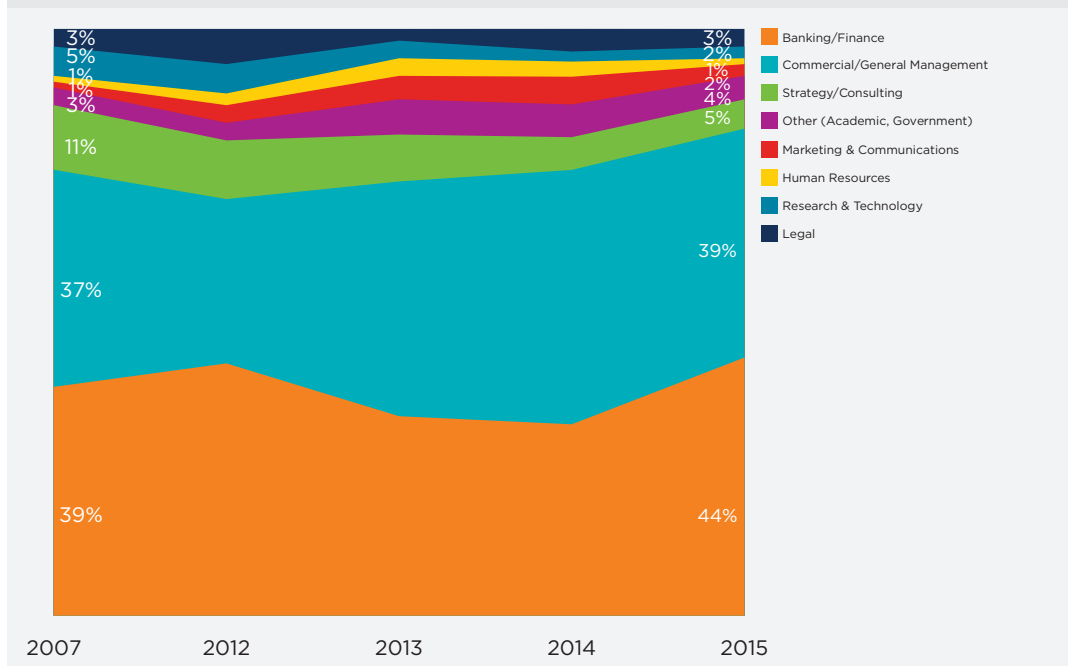
While diversity is being pursued in the areas of gender – although to a lesser degree than last year – and digital/technology, there seem to be no will or incentive to source candidates with diverse career backgrounds.

The combined categories of banking/finance and commercial/general management have seen a steady increase in their contribution to overall Class of membership, from 76% in 2007 to 83% in 2015. The financial services group is largely responsible for this uptick, gaining five percentage points since 2007.

The category most negatively impacted by the continued focus on financial and commercial backgrounds has been that of strategists and consultants, shedding six percentage points between 2007 (11%) and 2015 (5%). Other disciplines have historically only marginally contributed to bolstering the ranks of Class of, something that held true in 2015.

Figure 8

Class of 2007–2015, disciplines breakdown



In the UK context, where the financial services sector plays a key role in the country's labour market and where, in respect of corporate governance guidelines, audit committees require the presence of financial experts, it is unsurprising that individuals with finance/banking backgrounds hold a large share of Class of (and broader NED) positions. 2015 registered an increase in the percentage of FS constituents of the FTSE 350 index. However, the increase – approximately 1.5% – marginally contributes to the 11% increase of Class of 2015 NEDs with a banking or finance background.

The growing financial services representation suggests that boards are becoming increasingly risk adverse on the back of more stringent regulation, increased accountability (i.e. Senior Managers Regime⁶) and the recent financial scandals that provoked much – justified – ire from shareholders and the broader public. Therefore, it would seem unlikely that membership of the next Class of will see drastic reductions in the percentage of financial experts. However, in the longer-term, it is plausible that the technology sector will make a stronger dent into the above figures. An analysis of the commercial/general management category shows that, in 2015, individuals with a digital background comprised 27% of them, compared with 14% in 2014 and less than 12% in 2007. That the technology sector is already attracting many graduates away from the traditional finance path will further accelerate this process.

⁶ NEDs subject to the SMR include: Chairman of the Board, Chairs of Risk, Audit, Remuneration and Nomination Committees and Senior Independent Directors. Source: FCA. “Strengthening Accountability in Banking - Senior Managers & Certification Regime”. October 2015

Class of 2015 Survey

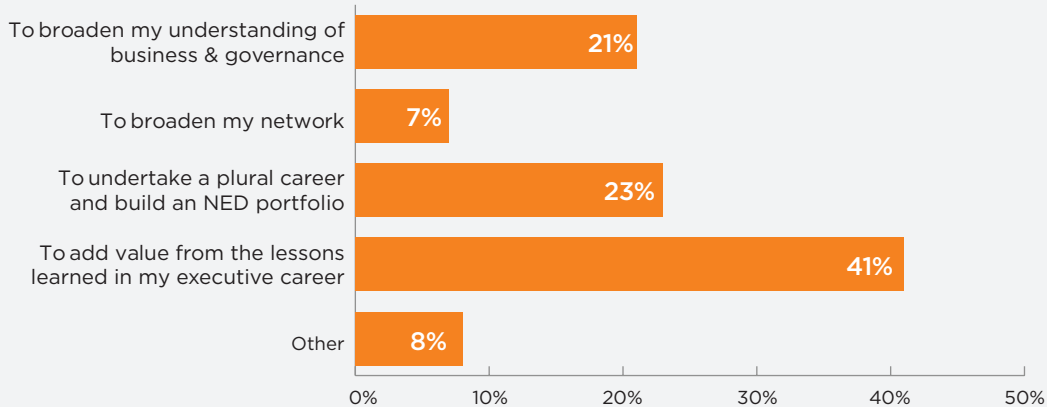
The Korn Ferry Institute surveyed the Members of the Class of 2015 to understand their motivations for becoming NEDs and their thoughts on what helped them obtain the role.

Motivations to seek a FTSE 350 NED role.

Similarly to 2014, the reason most often identified by Class of 2015 Members for becoming a NED was the opportunity to apply the lessons learned from an executive career. Approximately half of the respondents were motivated by a desire for a plural career or to broaden their knowledge of business and governance. Broadening one's network did not appear to be a key reason to taken on a FTSE 350 role (7% of the total responses).

Figure 9

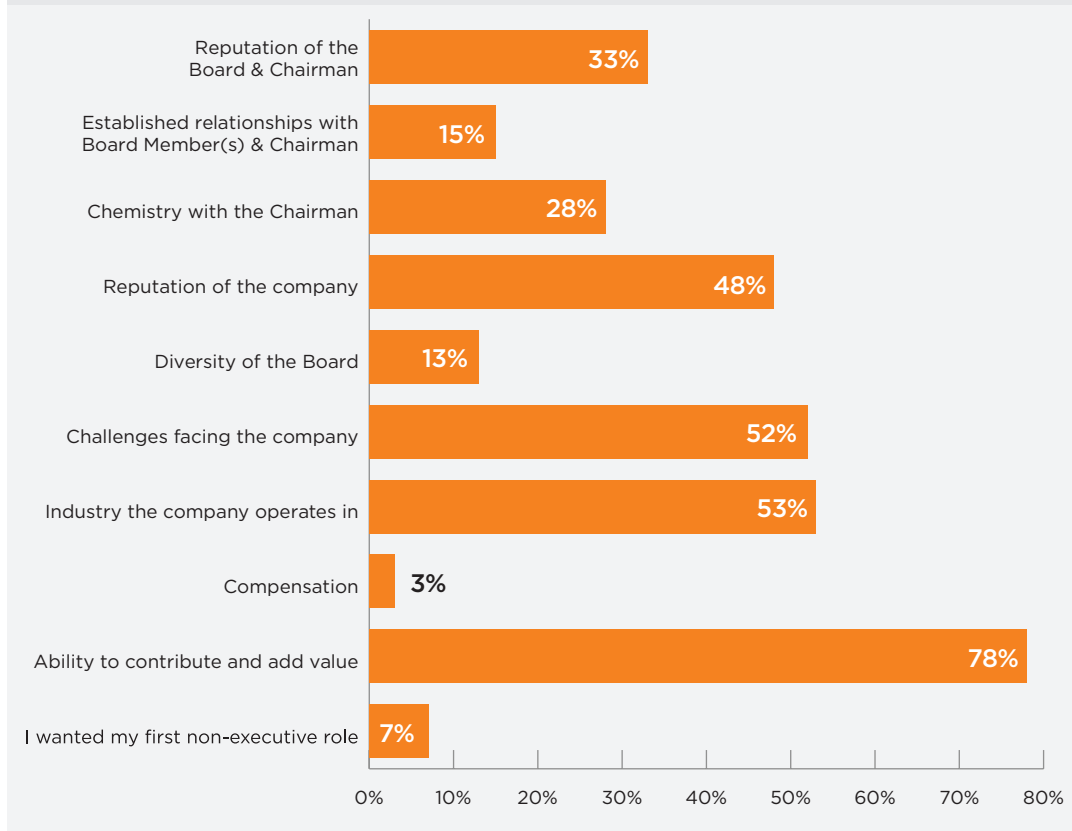
Question: Why did you decide to take on a FTSE350 Non-Executive role?



We asked the Class of 2015 to describe their primary reasons for selecting the Board they joined. Most felt that joining the Board would have given them a chance to contribute lessons learned through previous experiences. Many were also attracted by the specific challenges the company is facing, other than the sector in which the company operates. Not surprisingly, reputation of the company had a significant impact on the decision to accept the role. Other elements such as previous relationships with the Board and compensation played an important yet probably not determinant role in the decision-making process.

Figure 10

Question: What were the top three deciding factors in taking on your particular FTSE 350 role?

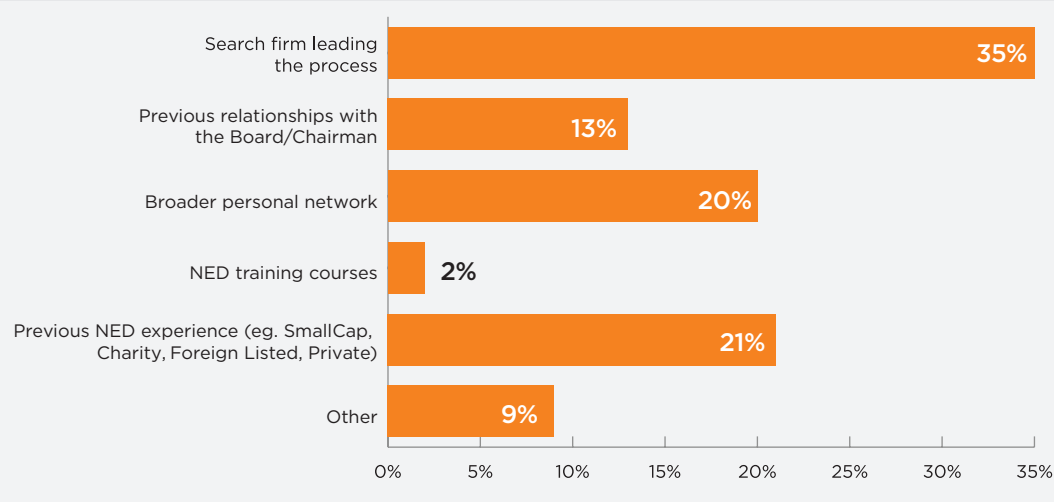


Gaining a FTSE 350 NED role

Respondents found that a process led by a search firm was helpful to get their first FTSE 350 NED role. Previous NED experience and personal network were also indicated as beneficial. It is interesting to note that having a previous relationship with the Board/Chairman is not a pre-eminent factor in gaining an NED role.

Figure 11

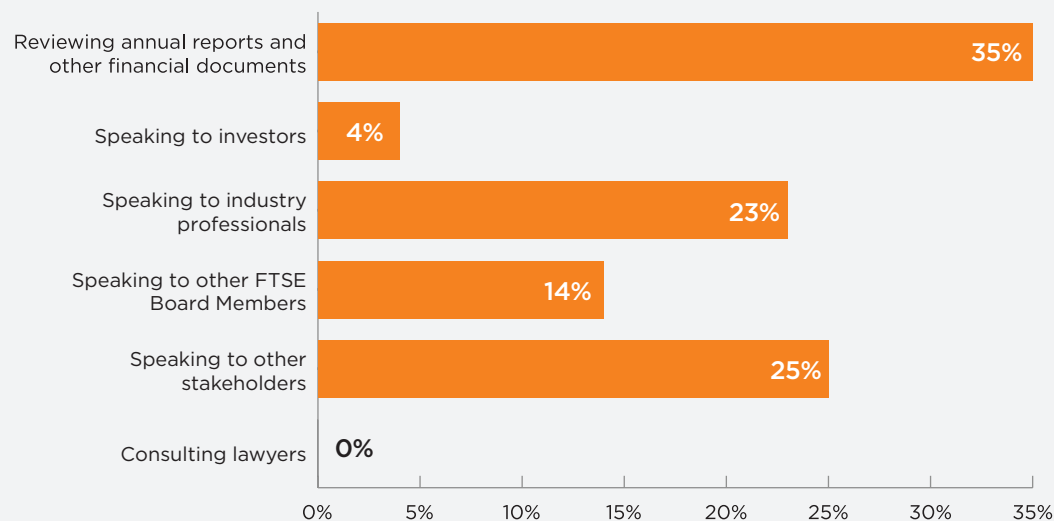
Question: What was most helpful to you in gaining this role?



Review of company material (annual reports, financial statements, etc.) was the most important element in the due diligence process leading to the NED appointment. Additionally, many Class of 2015 members contacted industry experts, company stakeholders and other FTSE directors to gather their views on the company.

Figure 11

Question: Which of the below due diligence elements were most important in your decision making process about the NED appointment?



Case Studies

Anne Wade – John Laing Group Plc

Anne was appointed to the Board of John Laing Group Plc, the FTSE250 infrastructure investment firm, in February 2015. She also chairs the Remuneration Committee. Anne has a portfolio career which includes several public company and private foundation Boards and she is also a Partner at Leader's Quest, from which she co-founded and co-directs the BankingFutures Initiative. Anne previously spent 17 years with Capital International as an asset manager, latterly serving as Senior VP and Director, and with responsibility for infrastructure related investments.

Anne has found the process of joining her first FTSE Board an interesting one. She joined a month before the planned IPO, and so arrived at a fascinating time for the company, when things were 'moving full steam ahead'. The experience was different from her other public company Board experiences (Holcim and Summit Materials) because she was joining what was effectively a new Board, as opposed to being the new face on an established Board.

With Laing, Anne was looking forward to the challenge of continuing to transition from executive to non-executive life, particularly coming out of a job that she loved within the broader investment management space. As an executive her role involved meeting with company management teams and Chairmen, and ensuring that she really understood the business strategy and the positioning of the company going forward. A large motivation for Anne in going plural was a desire to be on the 'other side of the table'. As opposed to evaluating how the market was going to react to a company, she wanted to have input and real ownership in how a company developed.

Additionally, she also felt that there is an increasing recognition that capital markets experience is useful on Boards, for a variety of reasons. This is certainly timely right now around remuneration issues which are very in focus. She was keen to leverage her years of experience examining remuneration policies and bringing that skill-set to chair the remuneration committee.

Anne already knew John Laing well and was excited about the business model, so to a degree her due diligence came by virtue of her existing knowledge of the business. One of the aspects of Laing being an infrastructure asset manager that excited her was that a number of investment decisions come through the Board. This allows her to remain engaged in the investment process.

Anne feels she was very lucky to be offered her first NED role, in this case with Holcim, almost immediately upon leaving investment management, given that at the time she had no prior Board experience. There is always the element of someone needing to 'take a chance' on you and give you the opportunity. Happily, once someone makes that leap of faith, the volume of inbound calls regarding new opportunities goes up rapidly. A frequent complaint amongst the non-executive community is that they spend a lot of time trying to get their first role, and once 'their ticket is punched' then it all becomes much easier.

To her credit, Anne is one of the youngest NEDs in the FTSE350. One of the things that has been a real anchor to her confidence is that she started out in sectors that she already knew well (construction/infrastructure). When she first entered the Boardroom she had little public Board experience relative to the other directors in the room, but significant experience in terms of understanding the industry. This allowed her to join the Board on an equal footing to the other NEDs. As she has now gained NED experience in sectors she knows, she is ready to look for more roles outside of these industries where she believes she will also be able to add value.

In terms of how she would like her portfolio to develop, she would like to increase her experience and seniority in the Plc Board space. While she very much enjoys her US Board, she suspects opportunities for future Boards will continue to be in the UK as her career was based here and her networks are stronger. Business culture and values within an organisation have played an important role in her career from the beginning, and so she has strong views about what it means to run a good business. She hopes she is able to bring that culture and values focus into a Board room. Her hope is that over time she will be offered additional influential roles in order to be an advocate for what good corporate governance looks like.

Advice:

- Start your portfolio career within a sector that you already know well – from a confidence perspective it is a significant boost. Position yourself where your background skills are obvious, whereby the person giving you your first role doesn't have to make a huge leap of faith that you can quickly get up to speed in that role.
- Most people that Anne knows have received their first role through people in their existing network. In her experience this has been particularly true for women. Her advice, particularly for younger women, is that 'you likely already know the people who can help you get started.'

Guy Demuynck – Wizz Air Holdings Plc

Guy was appointed to the Board of Wizz Air Holdings Plc, the FTSE 250 airline, in February 2015. Guy is an experienced general manager within the technology space. He is the former CEO of Liquavista, a spin-off from Philips producing e-reader screens, and Kroymans Corp, the luxury car trading platform. Prior to this he was Executive Director at KPN, responsible for their mobile division after spending 25 years with Koninklijke Philips, latterly serving as CEO of Consumer Electronics. He also has NED roles at TomTom, Proximus, Teleplan International, Divitel and Aito.

Guy has found the Wizz Air Board an exciting experience for a number of reasons. Firstly, the IPO was a successful one, with a good level of value creation for the investors and stakeholders. Secondly, it was a new experience for Guy personally as it was a UK-based Board in a new sector that he had not worked in before. Thirdly, it is a new environment for him, as the Board is run in a different way compared to the other European Boards that he sits on.

Guy was attracted to non-executive work because he wanted to remain involved in the economic life cycle and he wanted to keep working. Board work forces you to stay in touch with international business affairs and to keep yourself 'in tune'. He was attracted to a UK Plc in particular because it exposed him to a new corporate governance structure, and with Wizz Air specifically as it was an IPO mandate, and a totally new industry. There were a lot of new dimensions and elements that came together for the Wizz Air Board and so it was an exciting proposition.

In terms of the due diligence he undertook when he joined Wizz Air, it was still a private company so there were certain restrictions around the due diligence he could undertake. Nonetheless, he was able to speak to certain people within the airline industry who advised him. Initially, he looked at the discount airline bracket as a whole, assessing the advantages and the disadvantages, and whether he could identify any long-term opportunities. As the conversation progressed he became more specific and targeted Wizz Air for his research. He analysed their website information and even took a flight with them to get a feel for what the customer experience was like.

As an extension of one's due diligence, Guy stressed you should never accept a Board where you feel that you are not truly interested in the company or the fit does not feel right. You should be selective, even when it is your first Board role.

Guy feels there are three main challenges when transitioning to a portfolio career. The first challenge is that you have to be 'comfortable in yourself'. Going from an executive role where you work 8am to 8pm with many obligations to perform is different from a working environment where there is a more limited time obligation. Getting used to that change of rhythm can be a challenge.

The second challenge is that you always have to be aware of what the difference between being a NED and executive is, and not get confused between the two. You need to be clear with yourself and the executive team that you are supporting that you are playing a supporting role and not helping with the burden of the actual day-to-day operations of the company. It is not your purpose to double-up on their work. It is very important to be mindful of this fact when you transition into portfolio work.

You also have to be comfortable working in a supportive role. The executive team will always have the advantage of knowing the organisation and industry better than you. Despite this gap, you can still add value by simply asking the right questions, approaching issues from the right perspective, and taking a broader view, rather than the more detailed view of the executives.

When comparing his UK Board with his other commitments, Guy feels the Wizz Air Board is probably the most efficient and formal, both in terms of time expenditure and decision making, with good prior preparation before meetings. There is good debate, but it is limited to the fundamental questions and the decision making is very effective. He has found that there is more debate in his other Boards across a broader range of subjects, with meetings normally taking a full day.

The difference between the corporate governance structures is interesting to examine. Guy would say there is much more direct contact between the institutional shareholders and the NEDs, which is not necessarily the case in Holland or Belgium. There is more of a transparent manner with which reports are published in the UK, although in Holland there are significant reforms coming so this might change in the near future.

Advice:

- An effective NED needs to be willing to learn and understand the industry and to have a good understanding of where they can add value. In Board meetings, it is essential you never leave having not asked a question you wanted to. You need to be supportive, transparent, open but also critical and ask the questions that have not been asked before, particularly when you are a newcomer in the industry.
- You also need to be prepared to bring your own knowledge of areas outside of the company's specific industry when it can be related across. Hopefully the Board and the Chairman will give you the opportunity to do so as a newcomer.
- Guy would encourage people to be selective when approaching their first NED role. Don't take anything that you feel that you have doubts about. Ask yourself: are you challenged? Is the industry interesting?

- Take time to find out all you can about the company and the industry before joining, as well as the executives you will be supporting. Don't limit your preparation to just the Board meetings but other areas around it as well.
- To get a NED role, the best thing to do is to be transparent with your network and a headhunter's network about what kind of opportunity you are looking for. It is better to be approached by people in your network or headhunters than having to pursue a role yourself.

Irene Dorner – Rolls-Royce Holdings Plc

Irene was appointed to the Board of FTSE100 Rolls-Royce Holdings Plc in July 2015. She was the CEO of HSBC USA and a Group Managing Director of HSBC Holdings Plc from 2011 to 2014, making her one of the '25 Most Powerful Women on Wall Street' according to Business Insider. She joined HSBC in 1986 after initially working as a lawyer, and worked in a variety of regional and international management roles for the business, including serving as CEO of HSBC Malaysia from 2007-2010.

Irene has thoroughly enjoyed her transition into portfolio life. It is more or less what she expected, if a little more intense than anticipated. It is a terrific mixture of personal development and learning and she has been pleasantly surprised at the extent to which she has been able to apply her knowledge and experience from her executive career to the Boardroom. Irene is aware that many people worry about not being able to adapt in making the transition from the comfort of a full-time role, to a new environment with a different set of demands. Happily, that has not been the case for her.

Irene took advice on a whole number of issues before taking on a NED role. Mostly, around how you go from being totally accountable for the day-to-day running of a business, to not having the same sort of intense daily responsibility. She was also concerned about how to frame a view and express it in a way that would make it understood and well received by a fellow NED, even if there was disagreement on an issue. For her, tone is essential.

It is important to assess what the dynamics of a meeting are. You need to think about how you can best make your point and then ensure something is done about it. It is hard to action things outside of the Boardroom. Navigating these dynamics was initially a worry, although she soon learnt that on a high quality Board there are invariably a whole host of people you can learn from. Irene has been particularly impressed by the Chairman, Ian Davies, and his ability to include everyone in the debate. He makes sure no one leaves a meeting without having had the opportunity to speak their mind.

One of the challenges of being a NED is satisfying yourself that you know enough about the business. The answer to this is by having an effective induction process, which Rolls Royce have. More important than that however is to ensure you constantly keep learning. She has come to realise this on her whistle-stop tours of the Rolls Royce facilities around the world. These tours have reminded her of the need to constantly keep your knowledge fresh and up to date.

Being a NED compared to an executive, Irene feels, is analogous to the difference between a parent and a grandparent. As a grandparent you still have a profound responsibility towards your grandchildren, but after taking care of them for the day you get to hand them back to the parents!

The Rolls-Royce opportunity came through a search firm. Irene was still employed full time in America, and the issue at that time was that every Rolls-Royce Board meeting clashed with the HSBC Group Managing Directors Board meetings and local US Board meetings. Notwithstanding this, the dialogue continued over a period of time and when she left HSBC and returned to the UK – the discussions resumed in earnest.

Irene spoke to Search firms extensively in the build up to securing her first NED role. In her experience, they are generous with their time and advice. Once she had made a connection with other senior executives who had taken on a NED role, they were similarly generous with their time in giving advice and guidance. This quickly ‘snowballed’ as she was introduced to different people over lunch or coffee, and she ended up expanding her network quite quickly. This is ultimately how the Rolls-Royce opportunity came about. She was surprised at ‘how small the world really is’.

As a cautionary tale – she subsequently had advanced discussions with another business about joining as a NED, only to later realise that virtually every one of the Board dates clashed with Rolls-Royce. This was an important lesson for her – no matter how appealing the business is make sure you check the dates will work before taking the discussion any further.

Irene was attracted by the prospect of creating a portfolio of Board roles as she ‘felt the need to give back’ after 30 years of commercial experience across several continents. She also felt that her experience meant she could make a significant contribution to the Boardroom.

Irene had been vocal in public about the need for diversity in senior leadership and on Boards – and so she also felt an obligation to take a lead on this herself. In addition, she wanted to experience how important diversity in the Boardroom was first hand, rather than ‘speaking in theory from the outside’. On a more personal level, Irene wanted to remain active and learn from the individuals on the Board. Quite aside from the business benefits, Irene feels it is very important to maintain your development and keep your mind open to new ideas.

Advice:

- What helped Irene most was speaking to as many people as she possibly could. Not just for networking but also to understand the responsibilities of being a NED.
- Secondly, it is important to consider yourself to have transferable skills. Most general management issues at a high level are more or less the same in terms of people issues, risk management, corporate governance structures, etc. So while the setting may change from one industry to the next, these skills are quite easily transferable to all industries.

Finally, once you get started on the route to a NED role, you should be very careful what you take because you are going to be in the role for a minimum of three years and probably closer to six years, so you have to be sufficiently passionate about what you take on. You need to have a strong concern and interest in the company you wish to go forward with, because otherwise it won’t work.

Justin Atkinson – Kier Group Plc

Justin was appointed to the Board of Kier Group Plc, the FTSE250 construction and services business, in October 2015. He was the Chief Executive of Keller Group Plc from April 2004 to May 2015, previously serving as Finance Director and Chief Operating Officer. Justin trained and qualified as an accountant with Deloitte Haskins & Sells and spent the early part of his career with Thomson Reuters, before joining Keller in 1990. Justin is also a member of the Audit Committee of The National Trust.

Justin had been at the same business for over 25 years and so the idea of challenging himself in a new environment appealed to him. He was at the stage of his career where he didn’t want a new executive role but at the same time was not ready to totally hang up his boots, so a portfolio career was the perfect way forward. He enjoys corporate life and discussing important issues around a Board table, so Board work naturally appealed to him.

Justin has found the transition from executive to portfolio life a smooth one. An announcement that he would be leaving Keller was made in September 2014, and after a well-managed succession process he had ample time to start speaking to headhunters and expanding his network. Obviously the role of a NED is different to that of a CEO, but as a former CEO he is very comfortable with Boardroom interaction and discussion. The fact that Kier Group operates in a similar space to Keller has made the transition more straightforward for him, although Kier is largely UK focused whereas Keller has a major US and overseas presence.

Phil White has been an excellent Chairman and was very welcoming towards him when he joined the Board. As a former CEO himself, Phil will be able to provide guidance and counsel as Justin makes a similar transition. The rest of the Board also did an excellent job of making him feel welcome, having informal meetings with numerous Directors and also carrying out a number of site visits prior to joining. These were excellent at getting him up to speed and familiarising him with the new business environment.

As part of his due diligence, Justin met with all of the existing Board Directors at Kier (the CEO, CFO, operational directors and all NEDs individually). He also spoke privately with two brokers who he trusted in addition to Kier's brokers, lawyers and auditors. He had the choice of taking on a NED with a rival business but after speaking to a variety of people, in addition to the brokers, he settled on Kier. He was familiar with the business and its history and reputation, which was a big plus. He also felt an affinity to the business as it listed two years after Keller so there were a number of parallels between the two companies which appealed to him.

Justin considers this the start of what he envisages will be a decade long 'plural' career. It will give him the opportunity to stay current and relevant and add value to a variety of different businesses, whilst also spending a bit more time with his family and for himself.

In terms of how Justin is planning to develop his portfolio, he would ideally like three to four NED roles. He had always planned on his first NED being a Plc so now that that particular ambition has been achieved he is open to considering private equity too. It is also essential to consider conflicts – the more sectors a business is involved in, the more that precludes you from potentially taking on something else further down the line.

From the perspective of Chairmen who are recruiting NEDs – Justin would encourage them to plan their NED succession well in advance and make sure they 'stagger' the process of people joining a Board. Continuity is important and it can be damaging when a host of experienced faces leave a Board to be replaced with largely new, inexperienced faces. Also, it's important to ensure the brief is carefully thought through and they truly have a clear picture of what type of person they need joining the Board.

Advice

- Try and secure a NED role 'sooner rather than later'. He personally avoided this as he wanted to focus on his Keller responsibilities, which involved significant overseas travel, but increasingly the focus is on securing that first time NED whilst still an executive. As a consequence, Justin would encourage people to proactively start their search well in advance of their retirement from executive life.
- Do your homework and research when approaching your job search. Don't 'rely on others'. Speak to the broking community and contacts in other corporates – you really have to 'work your network'. Be prepared to work hard at it.
- It's also important to consider whether you have the right 'demeanour' to take on a NED role. Being a good CEO does not immediately translate into being an effective NED. Think carefully about the different qualities required for the role, and consider whether you truly feel you bring those qualities.

Biographies

AEROSPACE AND DEFENCE

Babcock International Group Plc; Cobham Plc; Rolls-Royce Holdings Plc

Myles Lee

Myles was appointed to the Board of Babcock International Group Plc, the FTSE100 engineering support services organisation, in April 2015.

Myles spent his career with building services company CRH Plc, serving as Chief Executive Officer from 2009 to 2013. Prior to that he served as Chief Financial Officer, after holding a variety of senior finance roles with the company. He is also a NED for Ingersoll-Rand Plc, the £8.2bn turnover diversified industrial company.

Alan George Semple

Alan was appointed to the Board of Cobham Plc, the FTSE250 aerospace and defence company, in February 2015.

Alan was the Chief Financial Officer of Wood Group from 2000 to 2015 after joining the company in 1997 as Finance Director. Prior to this, he was a Finance Director at Seaforth Maritime Ltd after starting his career with Ernst & Young and KPMG. He is also on the Board of transportation company Teekay Corp.

Irene Dörner

Irene was appointed to the Board of Rolls-Royce Holdings Plc, the FTSE100 industrial manufacturer and holding company, in July 2015.

Irene was the CEO of HSBC USA from 2011-2014, making her one of the '25 Most Powerful Women on Wall Street' according to Business Insider. She joined HSBC in 1986 after initially working as a lawyer and worked in a variety of regional and international management roles for the business, including serving as CEO of HSBC Malaysia from 2007-2010.

Alan Davies

Alan was appointed to the Board of Rolls-Royce Holdings Plc, the FTSE100 industrial manufacturer and holding company, in November 2015.

Alan is currently CEO of the Diamonds & Minerals division at Rio Tinto. He joined Rio Tinto in 1997 and has served in a number of international senior positions, predominantly in the Iron Ore division, where he has served as CFO, Managing Director Global Development and as President International Operations.

BANKS

Aldermore Group Plc; HSBC Holdings Plc; Lloyds Banking Group Plc

Peter Cartwright

Peter was appointed to the Board of Aldermore Group Plc, the FTSE 250 retail bank, in March 2015.

Peter has spent his career in the insurance and financial services industries. He is one of the founding partners of AnaCap Financial Partners, where he is the Co-Managing Principal responsible for developing AnaCap's portfolio company investments. Prior to AnaCap, Peter was the Commercial Director of insurance service provider Direct Group after serving as Sales and Marketing Director and Operations Director at GMAC UK.

Neil Cochrane

Neil was appointed to the Board of Aldermore Group Plc, the FTSE 250 retail bank, in March 2015.

Neil is the youngest member of the Class of 2015 at just 31 years old. He is currently an Investment Director at AnaCap Financial Partners, joining in 2010 from Oliver Wyman where he served as a consultant.

John Hitchins

John was appointed to the Board of Aldermore Group Plc, the FTSE 250 retail bank, in March 2015.

John spent his career at PricewaterhouseCoopers, becoming a Partner in their Assurance Practice in 1988 and then Chief Accountant and Financial Services Partner from 2010 until his retirement in 2014.

Peter Shaw

Peter was appointed to the Board of Aldermore Group Plc, the FTSE250 retail bank, in March 2015.

Peter has over 30 years of experience in the financial services industry, most recently serving as Interim Chief Risk Officer at the Co-operative Banking Group. Prior to this, he moved through a variety of senior executive positions at Royal Bank of Scotland Group and NatWest, latterly serving as CRO of their Retail, Wealth and Ulster businesses.

Christopher Stamper

Christopher was appointed to the Board of Aldermore, the FTSE250 retail bank, in March 2015.

Chris is the former Director and CEO of ING Lease (UK), a role he held from 2005 to 2013. Prior to this, he held various senior management roles at Abbey National, including Head of Business, Sales Director and Managing Director of First National Asset Finance. He began his career in 1978 at Lombard North Central, progressing through the business to become Managing Director of Sales Finance in 1998. He is also currently the Founding Governor of the Leasing Foundation.

Philip (Phil) David Ameen

Phil was appointed to the Board of HSBC Holdings Plc, the FTSE100 multinational banking and financial services company, in January 2015.

Phil is the former Advisory Chairman of the Bureau of National Affairs, the source of legal, tax, regulatory, and business information for professionals, now owned by Bloomberg. He previously spent nearly 25 years with General Electric in a variety of financial roles, latterly serving as Principal Accounting Officer leading approximately 2,000 accountants responsible for all GE's accounting and external reporting. Phil sits on the Boards of HSBC subsidiaries HSBC North America Holdings, HSBC Finance Corp and HSBC Bank USA.

Irene Lee

Irene was appointed to the Board of HSBC Holdings Plc, the FTSE100 multinational banking and financial services company, in July 2015.

Irene currently also serves on the Boards of Hang Seng Bank, CLP Holdings, Noble Group (Singapore) and Cathay Pacific Airways. She has also served on the Hong Kong and Shanghai Banking Corp. Ltd Board since 2013 and is Chairman of Hysan Development Co. She has over 30 years of finance industry experience and has held senior positions in investment banking and fund management in the UK, USA and Australia with the Commonwealth Bank of Australia, SealCorp Holdings Limited and Citibank.

Pauline van der Meer Mohr

Pauline was appointed to the Board of HSBC Holdings Plc, the FTSE100 multinational banking and financial services company, in September 2015.

Pauline is currently also on the Boards of Koninklijke DSM and ASML Holding and Chairman of Ernst & Young Nederland LLP. She recently stepped down as President of the Erasmus University in Rotterdam. Prior to this, she was EVP and Head of Group HR at ABN AMRO, and before held the same role at TNT NV. She spent her early career in a number of HR and legal roles within Royal Dutch Shell.

Deborah McWhinney

Deborah was appointed to the Board of Lloyds Banking Group Plc, the FTSE100 financial services group, in December 2015.

Deborah is the former CEO of Global Enterprise Payments and President of Personal Banking and Wealth Management at Citibank. Prior to this, she was President of Institutional Services at Charles Schwab Corp. after holding senior management roles at Engage Media Services and Visa International, where she latterly served as EVP of Business Planning and Strategy. She spent her early career in consumer banking with Bank of America. She is also on the Boards of IHS Inc. and Fluor Corp.

BEVERAGES

A.G Barr Plc; Coca-Cola HBC AG; SABMiller Plc

David Ritchie

David was appointed to the Board of AG Barr Plc, the FTSE250 beverages company, in April 2015.

David has been CEO of Bovis Home Group since 2008. He joined Bovis Homes in 1998 as Group Financial Controller, becoming Group Finance Director in 2002. Prior to this, he was at KPMG, where he held a variety of positions and qualified as a Chartered Accountant.

Olusola David-Borha

Olusola was appointed to the Board of Coca-Cola HBC AG, the FTSE100 bottling company, in June 2015.

Olusola is the Chief Executive of Stanbic IBTC Holdings, the Nigerian financial services group that is part of the Standard Bank group. She came to the bank in 2007, when Stanbic merged with IBTC Chartered Bank, where she had been Executive Director of Corporate and Investment Banking.

Alexandra Papalexopoulou-Benopoulou

Alexandra was appointed to the Board of Coca-Cola HBC AG, the FTSE100 bottling company, in June 2015.

Alexandra has been Group Strategic Planning Director at Titan Cement since 1995, having joined the company in 1992. She is also a NED for the National Bank of Greece and a former NED of Frigoglass and Emporiki Bank of Greece.

Trevor Andrew Manuel

Trevor was appointed to the Board of SABMiller Plc, the FTSE100 beverages company, in March 2015.

Trevor has spent his career primarily within public service, spending 20 years as a minister in the South African Government, 13 of them as Finance Minister. He was an Officer and Committee Member for the United Nations and was also Head of Economic Planning for the African National Congress. Since retiring from public service in 2014, he was appointed Vice Chairman and Senior Advisor for Rothschild South Africa Pty Ltd and Non-Executive Director for Swiss Re AG. He joined the Board of Old Mutual Plc in 2016.

David Beran

David was appointed to the Board of SABMiller Plc, the FTSE100 brewery business, in July 2015.

David spent his career within the Altria Group, retiring in 2015 as President and COO. Before this he had been CFO. David joined Philip Morris (as Altria was formerly known) in 1975, and worked his way up through a variety of marketing, operations and strategy roles.

BUSINESS SERVICES

Aggreko Plc; Capita Plc; DCC Plc; De La Rue Plc; Electrocomponents Plc ; Essentra Plc ; WorldPay Group Plc ; WS Atkins Plc

Dr Uwe Krueger

Uwe was appointed to the Board of Aggreko Plc, the FTSE250 energy solutions company, in February 2015.

Uwe is currently CEO at construction and engineering business WS Atkins Plc. He previously launched Cleantech Switzerland in 2010 and served as CEO of the £2bn turnover technology company OC Oerlikon. He also currently sits on the Board of Ontex Group.

Catherine Bradley

Catherine was appointed to the Board of WS Atkins Plc, the FTSE250 construction and engineering business, in June 2015.

Catherine has over 30 years' experience in international investment banking, latterly serving as Head of Equity Advisory in APAC for Societe Generale. She also served as Head of Equity for APAC at Credit Suisse, after holding a number of senior roles with Dresdner Kleinwort, BNP Paribas, UBS and Merrill Lynch. She is also an NED for the Financial Conduct Authority and Peugeot SA.

Gretchen Watkins

Gretchen was appointed to the Board of WS Atkins Plc, the FTSE250 construction and engineering business, in August 2015.

Gretchen is currently COO of Maersk Oil, previously serving in a number of senior general management and operations roles in the oil and gas industry. Prior to joining Maersk in 2014, she was at Marathon Oil, latterly serving as VP of North American Operations. She spent her early career with BP, latterly serving as VP of the Natural Gas Liquids Business Unit.

Andrew John Williams

Andrew was appointed to the Board of Capita Plc, the FTSE100 international business process outsourcing company, in January 2015.

Andrew has been CEO of Halma Plc, the FTSE250 specialist in safety, health and environmental technologies, since 2005. He started his career at Halma in 1994 as Manufacturing Director of a subsidiary company and went on to hold a wide range of senior management positions across the Group.

John Cresswell

John was appointed to the Board of Capita Plc, the FTSE100 business process outsourcing company, in December 2015.

John is an experienced operations, general management and financial executive within the media and telecommunications sector. He is the former CEO of Arqiva, after previously holding COO and Finance Director roles at ITV and Granada from 2001 to 2010. He spent his early career with United Broadcasting & Entertainment and ITV Meridian.

David Jukes

David was appointed to the Board of DCC Plc, the FTSE100 diversified investments group, in March 2015.

David is currently President of EMEA at chemicals company Univar, previously serving as VP of Sales and Marketing. He joined the company in 2002 as Chief Executive of their Distrupol Europe business. Prior to this, Mr. Jukes was Senior Vice President of Global Sales, Marketing and Industry Relations for Omnexus, a plastics industry e-commerce platform.

Bertrand Bodson

Bertrand was appointed to the Board of Electrocomponents Plc, the FTSE250 distributor of electronics and auto components, in June 2015.

Bertrand is currently the Chief Digital Officer of Home Retail Group Plc, having previously served as Digital Director of Argos. Prior to this, he was EVP of Global Digital Marketing at EMI Music and was the Co-Founder of Bragster, the global social networking and video sharing website. Prior to this, he held various roles with Amazon after beginning his career with Boston Consulting Group.

Tommy Breen

Tommy was appointed to the Board of Essentra Plc, the FTSE250 plastics and fibre products provider, in April 2015.

Tommy is currently CEO of DCC Plc, the FTSE250 diversified investments group. He has been with the company since 1985, moving through various operations and management roles to take up his current position in 2008.

Luiz Fernando Vendramini Fleury

Luiz was appointed to the Board of Experian Plc, the FTSE100 information services group, in September 2015.

Luiz has spent the majority of his career in the Brazilian financial services industry and has previously held chief executive roles at Cetip, Banco Ibi and Redecard. Before that, Luiz held various senior finance and investment positions with Banco Citibank, Banco Marka and C&A Brenninkmeyer Brasil.

François Pauly

François was appointed to the Board of Regus Plc, the FTSE250 workspace provider, in May 2015.

François spent his career within general management at Luxembourg-based banks, latterly serving as Chief Executive and Chairman of the Management Board of Bil Banque Internationale à Luxembourg. François also serves as a Director of Société de la Bourse de Luxembourg SA, Luxair SA, Group La Luxembourgeoise SA, and a number of other Boards.

James Brocklebank

James was appointed to the Board of WorldPay Group Plc, the FTSE100 payment processing company, in October 2015.

James is currently the Co-Head of Advent International in Europe, responsible for the European business and financial services sector team. Prior to joining Advent in 1997, he worked in the international mergers and acquisitions division of the investment bank Baring Brothers & Co. and their affiliate Dillon, Read & Co. in New York.

Robin Marshall

Robin was appointed to the Board of WorldPay Group Plc, the FTSE100 payment processing company, in October 2015.

Robin is currently Managing Director at Bain Capital, having joined the company in 2009. Prior to this, he was a Partner at 3i, working within the healthcare, business services and consumer sectors. He was also a Founding Partner of 3i's US Private Equity business after serving as Managing Director of the UK business. His early career was spent with McKinsey & Company and Procter & Gamble. Robin is also on the Boards of Nets Holdings A/S, Ship Midco Ltd, Securitas Direct AB and Bio Products Laboratory Holdings Ltd.

CHEMICALS

Johnson Matthey Plc; Synthomer Plc

Dr Christopher (Chris) John Mottershead

Chris was appointed to the Board of Johnson Matthey Plc, the FTSE100 specialty chemicals business, in January 2015.

Chris is currently Vice Principal of Research and Innovation at King's College London. Before this, he had a 30 year career at BP, most recently as Global Advisor on Energy Security and Climate Change. He was formerly Technology Vice President for BP's Global Gas, Power and Renewables businesses and was also the Technical Manager for its North Sea exploration and production activities. He is also Chairman of the UK Government's Transport Energy Task Force.

Caroline Johnstone

Caroline was appointed to the Board of Synthomer Plc, the FTSE250 chemicals business, in March 2015.

Caroline spent her career with PricewaterhouseCoopers, becoming a Partner in 1995 working in the areas of turnaround strategy, mergers and acquisitions and cost reduction. She retired in 2009 and has since served as an independent member of the Audit and Risk Committees at the Crown Prosecution Service and currently sits as Deputy Chairwoman of the Leeds Teaching Hospitals NHS Trust.

CLOTHING, LEISURE & PERSONAL PRODUCTS

Jimmy Choo Plc; Reckitt Benckiser Group Plc

Meribeth Parker

Meribeth was appointed to the Board of Jimmy Choo, the FTSE250 shoe and fashion designer, in August 2015.

Meribeth is the current President of the Education Pillar at the British Fashion Council and has over 20 years of publishing experience. She is the former Group Publishing Director of Hearst Communications, responsible for Elle, Harper's Bazaar, Esquire and Red publications among others. Prior to this, she spent 10 years at National Magazine Co. Ltd, latterly serving as their Group Publishing Director, after beginning her career at London Magazine.

Elisabeth Murdoch

Elisabeth was appointed to the Board of Jimmy Choo Plc, the FTSE250 shoe and fashion designer, in November 2015.

Elisabeth is the former CEO and Chairman of Shine Group Ltd., the TV programme production company that she founded in 2001 and sold to News Corp (now 21st Century Fox) in 2011 for £415m. She stepped down as Executive Chairman at the end of 2014. Prior to Shine, she held a number of programme-orientated general management roles with BSkyB, FX Cable Network and Fox Television Studios.

Anna-Lena Wetzel-Kamenetzky

Anna-Lena has been appointed to the Board of Jimmy Choo, the FTSE250 shoe and fashion designer, in August 2015.

Anna-Lena is currently a Partner and Head of Business Development at JAB Holding Company, previously serving as SVP at private equity firm RHJI, tasked with restructuring and selling its Japanese portfolio assets. Prior to this, she was at Goldman Sachs, joining as an Analyst and Associate in Germany.

Christopher (Chris) A. Sinclair

Chris was appointed to the Board of Reckitt Benckiser Group Plc, the FTSE100 multinational consumer goods business, in February 2015.

Chris has been Chairman and Chief Executive Officer of Mattel Inc. since 2015. He previously served as Executive Chairman of Scandent Holdings, Executive Chairman of Cambridge Solutions Ltd, Chairman and Chief Executive Officer of Caribiner International, and President and Chief Executive Officer at Quality Foods Centers. He also held various senior management positions with PepsiCo, including serving as Chairman and CEO of Pepsi Cola and Chairman of PepsiCo International Foods and Beverages.

CONSTRUCTION & BUILDING MATERIALS

Amec Foster Wheeler; Balfour Beatty Plc; Bovis Homes Group Plc; Crest Nicholson Holdings Plc; CRH Plc; Galliford Try Plc; Ibstock Plc; Kier Group Plc; Persimmon Plc; SIG Plc; Taylor Wimpey Plc

Kent Masters

Kent was appointed to the Board of Amec Foster Wheeler Plc, the FTSE250 construction and engineering company, in February 2015.

Kent was CEO of Foster Wheeler Plc from 2011 until the completion of the acquisition by Amec in 2014. Prior to this, he spent five years as a member of the Executive Board of Linde AG, a world leading gases and engineering company, with a variety of responsibilities across divisions and geographies. He was at Boc Group from 1984 until its acquisition by Linde in 2006, latterly serving as CEO of Industrial and Special Products. Kent was also recently appointed to the Board of Albemarle Corp, the £1.5bn turnover chemicals company.

Stuart Doughty

Stuart was appointed to the Board of Balfour Beatty Plc, the FTSE250 infrastructure and construction services group, in April 2015.

Stuart is the former Chairman of Silverdell Plc and Somero Enterprises, Inc. He is the former CEO of Costain Group, and a former Executive Director of Welsh multi-utility company Hyder Plc. Prior to that, he held a number of senior roles within John Laing Construction, Alfred McAlpine and Tarmac Construction.

Steven Billingham

Steve was appointed to the Board of Balfour Beatty Plc, the FTSE250 infrastructure and construction services group, in June 2015.

Steve is currently Chairman of Punch Taverns and Anglian Water Group. He stepped down as the Chairman of Urenco in January 2016. He is the former FD of British Energy Group and the former Group FD of WS Atkins. He spent his early career at Balfour Beatty and its predecessor companies, serving as Group Treasurer of the Engineering Group before joining WS Atkins in 2000.

Ralph Graham Findlay

Ralph was appointed to the Board of Bovis Homes Group Plc, the FTSE250 housing construction company, in April 2015.

Since 2001, Ralph has been Chief Executive Officer of Marston's Plc, the £788m turnover pub operator and brewer. He joined the brewer in 1994 and was appointed to the Board as Finance Director in 1996. He previously worked as Financial Controller at Geest Plc and Treasury Manager at Bass Plc. He is also Chairman of the Governing Council at Keele University.

Sharon Flood

Sharon was appointed to the Board of Crest Nicholson Holdings Plc, the FTSE250 housebuilding company, in April 2015.

Sharon is an experienced finance executive within the retail space. Before retiring in 2014 as CFO of Sun European Partners, she was Finance Director of Department Stores at John Lewis. She has also held leading financial positions with Woolworths, Kingfisher and Unilever. She is also a NED at Network Rail and Chairman at ST Du Pont S.A., the Paris-based luxury goods company.

Lucinda Jane Riches

Lucinda was appointed to the Board of CRH, the FTSE100 diversified building materials business, in March 2015.

Lucinda spent the majority of her career in investment banking, including 21 years at UBS Investment Bank and its predecessor firms, where she worked until 2007. She held senior management positions in the UK and the US, including Global Head and Chairman of the Capital Markets Group and Vice Chairman of the Investment Banking Division. She holds several other Plc Board roles.

Patrick (Pat) Kennedy

Pat was appointed to the Board of CRH Plc, the FTSE100 construction materials company, in January 2015.

Pat was Chief Executive Officer of SHV Holdings NV, the Dutch trading company with interests in transport, retail, oil, food and financial services, from 2006 to 2014. He spent 32 years with the company. During this time he held numerous leadership roles across SHV's diverse portfolio of businesses, leading projects in Slovakia, Austria, Brazil and the UK.

Gavin Slark

Gavin was appointed to the Board of Galliford Try Plc, the FTSE250 construction company, in May 2015.

Gavin is the CEO of Grafton Group, the £2bn turnover construction retail, merchandising and mortar manufacturing business. Previously, he spent eight years with BSS Group, latterly serving as their CEO from 2006 to 2011, and prior to that was a Managing Director at ICI Paints.

Matthias Chammard

Matthias was appointed to the Board of Ibstock Plc, the FTSE250 brick and building supplies manufacturer, in October 2015.

Matthias has been a Principal of Bain Capital Europe since 2011, based in their London office. Prior to that, he held various roles with Boston Consulting Group in its Paris office. Within his role at Bain Capital, he has also served on the Board of Brakes Bros Ltd.

Michel Plantevin

Michel was appointed to the Board of Ibstock Plc, the FTSE250 brick and building supplies manufacturer, in October 2015.

Michel is a Managing Director with Bain Capital Europe, where he has been since 2002. Prior to this, he was Managing Director in London for the Investment Banking and Merchant Banking divisions of Goldman Sachs International. Prior to that, he held a number of roles within Bain & Co's Paris and London offices, latterly as Partner. He is currently on the Board of IMCD NV and Trinseo SA.

Justin Atkinson

Justin was appointed to the Board of Kier Group Plc, the FTSE250 construction and engineering business, in October 2015. He became Senior Independent Director at Kier in March 2016.

Justin was the Chief Executive of Keller Group Plc from April 2004 to May 2015, previously serving as Finance Director and Chief Operating Officer. Justin trained and qualified as an Accountant with Deloitte Haskins & Sells and spent the early part of his career with Thomson Reuters, before joining Keller in 1990. Justin is also a member of the Audit Committee of The National Trust.

Rachel Kentleton

Rachel was appointed to the Board of Persimmon Plc, the FTSE100 housebuilding company, in June 2015.

Rachel is the Group Strategy Director at easyJet, joining in 2007 as Head of Investor Relations. Prior to this she held a variety of Investor Relations and Finance positions at SABMiller, Diageo and NatWest. She began her career at Unilever as an Accountant.

Andrea Abt

Andrea was appointed to the Board of SIG Plc, the FTSE250 insulation and home products company, in March 2015

Andrea currently serves on the Boards of Brammer and Gerresheimer. She is the former Head of Supply Chain Management at Siemens, retiring in 2014. She joined Siemens in 1996 and held a number of roles within Finance, Productivity and Supply Chain before taking the role of Chief Procurement Officer from 2008 to 2011.

Humphrey Singer

Humphrey was appointed to the Board of Taylor Wimpey Plc, the FTSE100 home builder, in December 2015.

Humphrey is Group Finance Director of Dixons Carphone Plc. Prior to this, he was FD of the UK & Ireland business after joining in 2007 as FD of Curry's. His early career was spent holding a variety of senior finance roles with Coca-Cola Enterprises and Cadbury Schweppes.

CONSUMER SERVICES

Dignity Plc; Just Eat Plc

David Blackwood

David was appointed to the Board of Dignity Plc, the FTSE250 funeral service provider, in October 2015.

David is the former CFO of chemicals business Synthomer Plc, previously serving as Group Financial Controller and Group Treasurer at ICI. He is also a former NED for the Board for Actuarial Standards.

Diego Oliva

Diego was appointed to the Board of Just Eat Plc, the FTSE250 online food delivery, in September 2015.

Diego is the COO and co-founder of Glue Together, a learning and development consultancy. Previously, he was Director of Business Partnerships and Operations for EMEA (excluding Northern Europe) at Facebook. Before this he worked at TradeDoubler for eight years, latterly as Director of Southern & Central Europe.

CONTAINERS & PACKAGING

RPC Group Plc

Heike van de Kerkhof

Heike was appointed to the Board of RPC Group Plc, the FTSE250 packaging business, in November 2015.

Heike is currently Managing Director of the European Business of Chemours Titanium Technologies, the American Chemical company spun off from DuPont Corp in 2015. She led the division of DuPont that would become Chemours from 2012, after spending 23 years with the company. She moved through a number of senior sales, marketing and general management roles across the various divisions, until she latterly served as Global Marketing Officer, Global Venture Leader and then Managing Director of Packaging and Industrial Polymers.

DIVERSIFIED INDUSTRIALS

Diploma Plc

Andrew (Andy) Patrick Smith

Andrew was appointed to the Board of Diploma Plc, the FTSE250 international group of businesses supplying specialised technical products and services, in February 2015.

Andrew is currently MD of Severn Trent's Business Services division, having previously been an Executive Director responsible for Water Services and Group HR Director. Previously Andrew was Group HR Director on the ExCo at Boots. He has worked in the UK and overseas with global businesses including BP, Mars and Pepsi.

Anne Thorburn

Anne was appointed to the Board of Diploma Plc, the FTSE250 technical products and services company, in September 2015.

Anne was the CFO of Exova Group from 2010 to 2015. Previously, she was at British Polythene Industries for 13 years, latterly serving as Group Finance Director from 2003 to 2009 after moving through various senior finance roles. She began her career at KPMG.

ELECTRONIC & ELECTRICAL EQUIPMENT

Kjersti Wiklund

Kjersti was appointed to the Board of Laird Plc, the FTSE250 electronics company, in July 2015.

Kjersti is currently Director of Global Operations at Vodafone and an NED at Cxense ASA in Norway. Previously, Kjersti held a series of senior global roles within the telecoms industry, including COO of VimpelCom Russia, Deputy CEO and Chief Technology Officer of Kyivstar in Ukraine, Chief Technology Officer of Digi Telecommunications in Malaysia and Chief Information Officer at Telenor in Norway.

Kath Durrant

Kath was appointed to the Board of Renishaw Plc, the FTSE250 British engineering company, in January 2015.

Kath became Group HR Director of Wolseley Plc in October 2015. Prior to this, she was Group HR Director of Rolls-Royce from 2011-2014 and spent her early career in a variety of HR roles at AstraZeneca, GUS Plc and GlaxoSmithKline.

Ulf Quellmann

Ulf was appointed to the Board of Spectris Plc, the FTSE250 precision electronics provider, in January 2015

Since 2008, Ulf has been Global Head of Treasury at Rio Tinto. Prior to this, he was at Alcan Inc., before its \$38-billion acquisition by Rio Tinto in 2007, where he had served as Vice President of Investor Relations from 2006 to 2007 and Chief Investment Officer prior to that.

ENGINEERING & MACHINERY

IMI Plc; Vesuvius Plc; Weir Group Plc

Professor Isobel Sharp

Isobel was appointed to the Board of IMI Plc, the FTSE250 engineering company, in September 2015.

Isobel has extensive accounting and corporate governance experience, most recently serving as Senior Technical Partner of Deloitte LLP until 2012. She has served as President of The Institute of Chartered Accountants of Scotland and on the UK Accounting Standards Board and the Financial Reporting Review Panel. Prior to moving to London in 1989, she was a Director at The Institute of Chartered Accountants of Scotland and an Assistant Director at KPMG, where she started her career.

Hock Goh

Hock was appointed to the Board of Vesuvius Plc, the FTSE250 engineered ceramics company, in April 2015.

Hock is an experienced industrialist, with over 30 years in the oil and gas industry and 25 years with leading oil and gas services provider Schlumberger, where he latterly served as President of Network and Infrastructure Solutions. He then turned to private equity with Baird Capital Partners. Hock is Chairman of MEC Resources Ltd and Advent Energy Ltd., and is a NED on a number of other Boards.

Professor Sir James (Jim) Rufus McDonald

Jim was appointed to the Board of Weir Group Plc, the FTSE100 engineering company, in January 2015.

Jim is currently the Vice Chancellor and Principal of the University of Strathclyde, where he has also served as Rolls-Royce Professor of Electrical Power Systems since 1994. Under his leadership it has grown into the largest group of its kind in Europe with a £30m research portfolio. He also serves on a number of advisory Boards with a focus on energy and the environment. This includes NED positions with UK Energy Excellence, the Institute of Energy & Environment and the Scottish Power Energy Networks.

FOOD & DRUG RETAILERS

J Sainsbury Plc; WM Morrison Supermarket Plc

David Keens

David was appointed to the Board of J Sainsbury Plc, the FTSE100 supermarket chain, in April 2015.

David was the Group Finance Director of Next Plc from 1991 to March 2015, playing a significant part in their success through this period. He joined the company in 1986 as Group Treasurer after serving in various financial positions at RJR Nabisco Inc. David is also on the Board of Auto Trader Group Plc, the FTSE250 car buying and selling service.

Irwin Lee

Irwin was appointed to the Board of WM Morrison Supermarkets Plc, the FTSE250 supermarket chain, in September 2015.

Irwin spent 30 years with Procter & Gamble, retiring in 2015 after spending eight years as UK Managing Director and his final year integrating the Northern European business. His early career was spent moving through a series of financial roles across Asia, latterly serving as CFO of Greater China, before then moving to Marketing as Chief Marketing Officer of Greater China from 2004 to 2007.

FOOD PRODUCERS & PROCESSORS

Tate & Lyle Plc; Unilever Plc

Paul Anthony Forman

Paul was appointed to the Board of Tate & Lyle Plc, the FTSE250 food processing company, in January 2015.

Paul is currently Chief Executive Officer for Coats Group Plc, the £1bn turnover industrial thread and textile company. Prior to this, he was CEO of Low & Bonar Plc, the £400m turnover global performance materials group. Prior to this, he was Managing Director at Unipart International, a leading European automotive aftermarket supplier.

Judith Hartmann

Judith was appointed to the Board of Unilever Plc, the FTSE100 consumer goods company, in April 2015.

Judith is an experienced financial executive, latterly serving as Chief Financial Officer for €16.7bn turnover German mass-media company Bertelsmann. Prior to this, she was at General Electric for 12 years, latterly serving as CEO and CFO for Healthcare in Latin America. She began her career at the Walt Disney Co.

Nils Smedegaard Andersen

Nils was appointed to the Board of Unilever Plc, the FTSE100 consumer goods company, in April 2015.

Nils has been CEO of A.P. Moller-Maersk since 2007, after spending nearly 25 years in general management within the Carlsberg Group, becoming CEO in 2004. He is also Chairman of the Dansk Supermarket Group, and Vice-Chairman of the European Round Table of Industrialists.

Vittorio Colao

Vittorio was appointed to the Board of Unilever Plc, the FTSE100 consumer goods company, in July 2015.

Vittorio has been CEO of Vodafone Group since 2008. With the exception of two years as CEO of leading Italian publisher RCS MediaGroup, he spent his career in telecommunications, holding a variety of European leadership positions with Vodafone after beginning his career with McKinsey and Co.'s media, telecommunications and industrial goods practice.

FORESTRY & PAPER*Mondi Plc***Dominique Reiniche**

Dominique was appointed to the Board of Mondi Plc, the FTSE100 packaging and paper company, in October 2015.

Dominique spent 22 years at Coca-Cola Co. and Coca-Cola Enterprises, moving through European general management roles to become European Group President in 2005 and then European Group Chairman in 2013. She is also on the Board of French Insurer AXA.

GENERAL RETAILERS*Auto Trader Group Plc; DFS Furniture Plc; Dunelm Group Plc; JD Sports Fashion Plc; Marks & Spencer Group Plc; Poundland Group Plc***Jill Easterbrook**

Jill was appointed to the Board of Auto Trader Group Plc, the FTSE250 car buying and selling service, in July 2015.

Jill has spent the last 15 years at Tesco, moving through a variety of general management and strategy roles to become Group Business Transformation Director in Jan 2015. Prior to this she was a Consultant at Ernst & Young after beginning her career at Marks & Spencer Group as a Merchandiser.

Tom Hall

Tom was appointed to the Board of Auto Trader Group Plc, the FTSE250 car buying and selling service, in March 2015.

Tom is a Partner at Apax Partners and Head of their Media team in London. He joined Apax in 1998 after a career as an Analyst at S.G. Warburg & Co. and Deutsche Morgan Grenfell. He has previously held a number of NED roles, serving as Chairman of Auto Trader from 2007 to 2013.

Nick Hartman

Nick was appointed to the Board of Auto Trader Group Plc, the FTSE250 car buying and selling service, in March 2015.

Nick is currently an Operating Executive at Apax Partners within their operational excellence group. He joined Apax in 2009 from Orbitz Worldwide, where he served in a variety of managerial positions, after beginning his career at Accenture.

Victor Perry III

Victor was appointed to the Board of Auto Trader Group Plc, the FTSE250 car buying and selling service, in March 2015.

Victor is the Founder and former CEO of Auto Trader Group. Prior to founding the company in 1997, he held senior corporate, strategic and business development roles at Times Mirror Co and the Los Angeles Times. He was initially a SID at Auto Trader before stepping down to NED.

Ed Williams

Ed was appointed to the Board of Auto Trader Group Plc, the FTSE250 car buying and selling service, in March 2015.

Ed is the former CEO of Rightmove, co-founding the company in 2000. Prior to Rightmove, Ed spent the majority of his career as a management consultant with Accenture and McKinsey & Co.

Andy Dawson

Andy was appointed to the Board of DFS Furniture Plc, the FTSE250 furniture retailer, in March 2015.

Andy is currently a Managing Director and Partner at Advent International, coordinating Advent's retail activities in Europe. He has over 10 years of experience in private equity focused on the retail sector.

Peter Ruis

Peter was appointed to the Board of Dunelm Group, the FTSE250 home improvement goods retailer, in September 2015.

Peter is an experienced retail executive, currently serving as CEO of Jigsaw Group. Prior to this, he spent eight years at John Lewis, latterly serving as Director of Buying and Brand, after previously holding brand and product management roles at Levi Strauss & Co. and Ted Baker.

William Reeve

William was appointed to the Board of Dunelm Plc, the FTSE250 home improvements retailer, in July 2015.

William is currently co-CEO of Hubbub.com, an online grocery business. He is the former CEO and Co-Founder of LoveFilm. Since LoveFilm, he has been actively involved with several leading e-commerce businesses, including Graze.com, Paddy Power Plc, Secret Escapes and Zoopla, in various capacities.

Heather Jackson

Heather was appointed to the Board of JD Sports Fashion Plc, the FTSE250 sports shoes and fashion retailer, in May 2015.

She is currently Joint MD and Co-Founder of Actinista Ltd. Her prior career was spent holding a variety of senior IT roles with ASDA, Boots, Capital One and HBOS, where she latterly served as Group CIO and Group Services Director.

Richard Solomons

Richard was appointed to the Board of Marks & Spencer Group Plc, the FTSE100 general retailers, in April 2015.

Richard is the Chief Executive Officer for Intercontinental Hotels Group, previously serving in a number of senior finance roles stretching back to 2003. He joined the company when it was still Bass in 1992 and helped achieve the demerger of IHG and Britvic from the Bass Group.

Mary Barnard

Mary was appointed to the Board of Poundland Group Plc, the FTSE250 discount retailer, in March 2015.

Mary is currently President of Northern Europe for Mondelez International, responsible for the UK, Ireland and Nordic markets. She spent the majority of her prior career holding various divisional general management roles with PepsiCo, latterly serving as GM for the Pepsi Lipton Partnership, responsible for all core business operations.

HEALTH

Smith & Nephew Plc; Spire Healthcare Group Plc

Erik Engstrom

Erik joined the Board of Smith & Nephew, the FTSE100 health equipment and supplies company, in January 2015.

Erik has been CEO of RELX Plc (formerly Reed Elsevier Plc) since 2009, after previously serving as CEO of Elsevier from 2004. Prior to joining Reed Elsevier, Erik was General Partner at General Atlantic Partners, a private equity firm, where he led their media and consumer investment sector.

Robin Freestone

Robin was appointed to the Board of Moneysupermarket.com Group Plc, the FTSE250 insurance comparison website, in August 2015.

Robin is an experienced finance executive, retiring in 2015 as CFO of Pearson Plc, the FTSE100 publishing and education business. Previously, he was Group Financial Controller of Amersham Plc and held a variety of senior finance positions at Henkel and ICI. Robin is also on the Boards of Smith & Nephew Plc, the FTSE100 medical equipment company, and Cable & Wireless Plc, the FTSE250 telecommunications business.

Danie Meintjes

Danie was appointed to the Board of Spire Healthcare Group Plc, the FTSE250 private hospital operator, in August 2015.

Danie has been CEO of Mediclinic International since 2010. He joined the company in 1985, holding a number of senior management positions during this time. Prior to his current role he served as CEO of their subsidiary Emirates Healthcare.

INDUSTRIAL

Victrex Plc

Jane Toogood

Jane was appointed to the Board of Victrex Plc, the FTSE250 chemicals company, in September 2015. Jane stepped down as Senior VP of New Business Development at Borealis AG in January 2016. She joined Borealis in 2008 as VP for their Pipe business, previously holding several senior global management positions at Uniqema as well as international business development and marketing roles at ICI.

INFORMATION TECHNOLOGY

Imagination Technologies Group Plc

Bert Nordberg

Bert was appointed to the Board of Imagination Technologies Group Plc, the FTSE250 software company, in February 2015.

Bert is also Chairman of Vestas Wind Systems and serves on the Board of Axis, Electrolux and Svenska Cellulosa Aktiebolaget. He is the former CEO and Chairman of Sony Mobile Communications, having previously served as EVP of Silicon Valley for Ericsson. He spent most of his career holding general management and sales roles with Ericsson, also serving as EVP of Group Sales and Marketing and Head of Business Unit Systems.

INSURANCE

AA Plc; Admiral Group Plc; Hastings Group Holdings Plc; Just Retirement Group Plc; Lancashire Holdings Ltd; Hiscox Ltd

Suzi Williams

Suzi was appointed to the Board of AA Plc, the FTSE250 Insurance company, in October 2015.

Suzi is the former Group Marketing and Brand Director at BT Plc, serving from 2006 to 2015. Prior to that she was Commercial Development Director at Global Radio Group from 2004 to 2006. She has also held positions at Orange, KPMG Consulting, BBC Worldwide and Procter & Gamble.

George Manning Rountree

George was appointed to the Board of Admiral Group Plc, the FTSE100 insurance company, in June 2015.

George is Managing Director of White Mountains Capital Inc. and President of WM Advisors, both subsidiaries of White Mountains Insurance Group. Prior to joining White Mountains in 2004, George worked with both Putnam Investments and McKinsey & Company. He is also a Board member for Admiral's US price comparison site venture Compare.com.

Penelope (Penny) Jane James

Penny was appointed to the Board of Admiral Group Plc, the FTSE100 motor insurance business, in January 2015.

Penny was appointed Chief Risk Officer at Prudential in September 2015. She has spent her career working in a variety of finance functions at several insurance companies. She joined Prudential in 2011 as Group Director of Finance, and prior to that had been Chief Financial Officer at Omega Insurance Holdings. She spent the formative years of her career at Zurich Insurance Group, from 1995-2007. She qualified as a Chartered Accountant at Coopers & Lybrand.

Edward Fitzmaurice

Edward was appointed to the Board of Hastings Group Holdings Plc, the FTSE250 insurance company, in October 2015.

Edward is the former Group CEO of Hastings Group, serving from 2008 to 2012. He was previously CEO of Warranties at Homeserve Plc. His early career was spent with Dixons Stores Group Plc, where he latterly served as European MD of PC World Service & Supply Chain and MD of Mastercare Service and Distribution.

Michele Titi-Cappelli

Michele was appointed to the Board of Hastings Group Holdings Plc, the FTSE250 insurance company, in October 2015.

Michele is the Head of the Merchant Banking Division at Goldman Sachs in London, named a Managing Director in 2012. He re-joined Goldman Sachs in 2004, having previously worked within their Investment Banking division in London.

Pierre Lefevre

Pierre was appointed to the Board of Hastings Group Holdings Plc, the FTSE250 insurance company, in October 2015.

Pierre is the former Managing Director of International and Subsidiaries at Groupama Group, leading numerous international operations within the group since 2002 (including South East Europe and China). His early career was spent with AXA, holding various general management roles across their Belgium, UK and Netherlands businesses. Latterly, he led the merger between AXA Leven and UAP-Nieuw Rotterdam.

Richard Brewster

Richard was appointed to the Board of Hastings Group Holdings Plc, the FTSE250 insurance company, in October 2015.

Richard is the former CFO of IAG UK, retiring in 2009 to pursue non-executive opportunities. He had previously served as GFD for Equity Insurance Group and as Change Director within Group Finance at Aviva Plc. Before this his roles include serving as GFD for both Cox Insurance Holdings Plc and Mercantile & General Reinsurance Company Plc.

Steve Melcher

Steve was appointed to the Board of Just Retirement Group Plc, the FTSE250 retirement services and products provider, in May 2015.

Steve has worked in finance for 40 years, latterly serving as CEO of Eagle Star, Allied Dunbar and Sun Life Financial of Canada. Prior to that, he held a number of financial positions with JP Morgan and Marsh & McLennan. Since retiring, he has taken on a number of NED roles, currently serving on the Boards of Allianz Re in Dublin and Euler Hermes Pension Fund, where he serves as Chairman.

Andrew James Milligan

Tom was appointed to the Board of Lancashire Holdings, the FTSE250 insurance company, in February 2015.

Tom is the former Co-CEO of Ariel Re Holdings Ltd. Previously, he spent seven years with Goldman Sachs as MD of their Reinsurance Group's non-life operations, including serving as Chief Underwriting Officer of Arrow Capital Re in Bermuda. He started his career with Guy Carpenter, latterly as an insurance intermediary and underwriter. He is also on the Board of Managing Agency Partners.

Sumit Rajpal

Sumit was appointed to the Board of Hastings Group Holdings Plc, the FTSE250 insurance company, in October 2015.

Sumit currently leads the Goldman Sachs Global Financial Services Investment practice in the Merchant Banking Division in New York. He was named a Partner in 2010 having joined Goldman Sachs in 2000 as an Associate in London. He moved to New York working with the Financial Institutions Group before moving into the Merchant Banking Division in 2005. He also sits on the Boards of Enstar Group Ltd and TransUnion.

Anne MacDonald

Anne was appointed to the Board of Hiscox Ltd, the FTSE250 insurance company, in May 2015.

Anne is an experienced marketing executive. Between 2004 and 2011, she served as Chief Marketing Officer for The Travelers Companies Inc., Macy's Inc. and Citibank North America. Prior to that she served in various senior marketing roles for Citibank and PepsiCo. She is also a NED for Rentrak Corp., the provider of consumer viewership information to the entertainment industry.

Lynn Carter

Lynn was appointed to the Board of Hiscox Ltd, the FTSE250 insurance company, in May 2015.

Lynn is the former Chief Operating Officer of the banking segment of Capital One. She spent her career in general management and operations positions within the finance industry, latterly serving as President of California and President of Business Banking for Bank of America Corp.

INVESTMENT COMPANIES

Alliance Trust Plc, Bankers Investment Trust Plc, BH Macro Ltd, Bluecrest AllBlue Fund Ltd, City of London Investment Trust Plc, Finsbury Growth & Income Trust Plc, GCP Infrastructure Investments Ltd, Law Debenture Corp. Plc, Mercantil Investment Trust Plc, Perpetual Income & Growth Investment Trust Plc, Polar Capital Technology Trust Plc, Scottish Investments Trust Plc, Temple Bar Investment Trust Plc, Woodford Patient Capital Trust Plc

Anthony Brooke

Anthony was appointed to the Board of Alliance Trust Plc, the FTSE250 investment and financial services company, in June 2015.

Anthony currently acts as an investment advisor to a number of companies and funds. He is a former Partner at Fauchier Partners after spending 27 years with SBC Warburg. He became a Director in 1981 and Vice Chairman in 1995. He previously served on the Board of Huntsworth Plc for 10 years.

Chris Samuel

Chris was appointed to the Board of Alliance Trust Plc, the FTSE250 investment and financial services company, in September 2015.

Chris is the former CEO of Ignis Asset Management, serving from 2009 to 2014. Prior to this, he was COO of Gartmore and Hill Samuel, after being a partner at Cambridge Place Investment Management. Chris is also an NED for the JPMorgan Japanese Investment Trust and UIL Ltd.

Rory Macnamara

Rory was appointed to the Board of Alliance Trust Plc, the FTSE250 investment and financial services company, in June 2015.

Rory is an experienced pluralist. He currently also serves on the Boards of C&C Group, Mears Group, Augean and Dunedin Income Growth Investment Trust, where he is Chairman. He is also the former Chairman of Essenden, Mecom Group, Dragon-Ukrainian Properties & Development and Adams. He is the former Managing Director of Investment Banking in the UK at Lehman Brothers, retiring in 2002. Prior to that, he was Vice Chairman at Deutsche Morgan Grenfell, responsible for the UK Advisory Business.

Julian Chillingworth

Julian was appointed to the Board of Bankers Investment Trust Plc, the FTSE250 investment bank, in February 2015.

Since 2002, Julian has been Chief Investment Officer at Rathbone Brothers Plc, the FTSE250 Investment Management firm with £27bn assets under management. Prior to joining the firm, he was Head of Gross Funds, incorporating Pension Funds & Charities, at Investec Asset Management Ltd. He previously gained investment experience with organisations such as James Capel & Co, Global Asset Management (GAM), and Bankers Trust International Plc.

Colin Maltby

Colin was appointed to the Board of BH Macro Ltd, the FTSE250 investment company, in June 2015.

Colin is an experienced Investment Manager, with a career in investment banking stretching back to 1975. Most recently, he was Head of Investments at BP Plc and Chief Investment Officer of Equitas Reinsurance Ltd prior to that. He also served as CEO of Kleinwort Benson Investment Management from 1988 to 1995. He currently holds a number of NED roles, including SID roles at BBGI SICAV SA and BACIT Ltd.

Sarita Keen

Sarita was appointed to the Board of Bluecrest Allblue Fund Ltd, the FTSE250 hedge fund, in June 2015.

Sarita has over 25 years of experience in the Guernsey fund services industry, predominantly with Kleinwort Benson where she latterly served as a Manager. She has recently taken on a number of NED and Chairman roles for a number of Guernsey-based businesses.

Sam Wren

Sam was appointed to the Board of City of London Investment Trust Plc, the FTSE250 investment fund, in September 2015.

Sam is currently COO of the Global Broking Division at ICAP, responsible for finance, operations and business risk and control. Previously, she served as CFO of Global Broking at ICAP after joining the company in 2009 from The Rank Group, where she served in a number of senior financial roles in tax and audit.

Simon Hayes

Simon was appointed to the Board of Finsbury Growth & Income Trust Plc, the FTSE250 investment company, in June 2015.

Simon is the CEO of Peel Hunt LLP. He joined in 1993 and held various finance positions until becoming Head of Corporate Finance in 2003 and then taking over as CEO in 2006.

Julia Chapman

Julia was appointed to the Board of GCP Infrastructure Investments, the FTSE250 infrastructure investment fund, in October 2015.

Julia is the former European Senior Counsel for State Street, following a partnership with law firm Maurant Ozannes, where she was later appointed General Counsel of their fund administration division Maurant International Finance Administration (MIFA). She trained as a solicitor with Simmons & Simmons in London before moving to Jersey to join Maurant. Julia is also a Director at Henderson Far East Income Limited.

Michael Gray

Michael was appointed to the Board of GCP Infrastructure Investments, the FTSE250 infrastructure investment fund, in October 2015.

Michael was most recently the Regional Managing Director of Corporate Banking at RBS International, based in Jersey but with responsibility for The Royal Bank of Scotland's Corporate Banking Business in the Crown Dependencies and British Overseas Territories. Prior to moving to Jersey in 2005, Michael was Regional Director with responsibility for the Bank's Corporate business in the North of Scotland as well as its oil and gas interests in the North Sea.

Timothy Bond

Timothy was appointed to the Board of Law Debenture Corp. Plc, the FTSE250 investment trust, in April 2015.

Tim is a partner at Odey Asset Management LLP, joining in 2010 as its Head of Macroeconomic Strategy. Previously, he spent 12 years with Barclays Capital as a Managing Director and Head of Global Asset Allocation as well as being the principal author of Barclay Capital's Equity Gift Study. His early career was spent with Moore Capital as a Portfolio Strategist after beginning his career as a Trader and Strategist with Tokai Bank Europe.

Angus Gordon Lennox

Angus was appointed to the Board of Mercantile Investment Trust Plc, the FTSE250 investment company, in September 2015.

Angus is Executive Chairman of two private family businesses and an NED at Securities Trust of Scotland. Previously, he had a 24-year career as a corporate broker, first as a Partner of Cazenove & Co, and later as a Managing Director of JPMorgan Cazenove.

Victoria Cochrane

Victoria was appointed to the Board of Perpetual Income & Growth Investment Trust Plc, the FTSE250 investment trust, in October 2015.

Victoria is a former Member of the Global Executive Board of Ernst & Young, responsible for Risk worldwide. She stepped down in 2013 having been a Partner for 20 years working within Quality & Risk Management. Victoria is a qualified solicitor and spent more than 10 years as a litigator. She is also a NED of HM Courts & Tribunals Service and of Bowater Industries Ltd.

Maria Ginman-Jones

Maria was appointed to the Board of the Polar Capital Technology Trust Plc, the FTSE250 investment trust dedicated to global technology companies, in February 2015.

Maria began her career at Ernst & Young in 1989, before moving into corporate finance and latterly investment banking at SBC Warburg, Deutsche Bank and JP Morgan. She then moved into operational roles, becoming Director of Finance and Control at Nokia in 2004 and the Chief Financial Officer of Vertu, the luxury mobile phone manufacturer owned by Nokia, from 2009-2013. She sits on a number of other Plc Boards.

Mick Brewis

Mick was appointed to the Board of Scottish Investment Trust Plc, the FTSE250 investment company, December 2015.

Mick was an Investment Manager at Baillie Gifford, retiring in April 2014 after 29 years at the firm,

21 of them as a Partner. He was responsible for managing UK equity portfolios before heading the North American Equities team from 1995 onwards.

Lesley Sherratt

Lesley was appointed to the Board of Temple Bar Investment Trust Plc, the FTSE250 investment company, in April 2015.

Lesley is currently a Lecturer at Instituto de Estudios Bursatiles and a Visiting Lecturer at Kings College London on the subject of Applied Ethics and Responsible Investment. She was formerly Investment Director for the Save & Prosper and Fleming Flagship range of funds, and CEO & CIO of Ark Asset Management Ltd. She has over twenty years' experience investing in the financial sector, and served as a Director and Chair of the US Smaller Companies Investment Trust.

Dr. Scott Brown

Scott was appointed to the Board of Woodford Patient Capital Trust Plc, the FTSE 250 investment firm, in April 2015.

Scott Brown is CEO of Nexeon, an Imperial College spin-out focused on developing silicon anode technology for next generation Li-ion battery technology. Previously, Scott had been EVP at Cambridge Display Technology (CDT), responsible for commercial and IP activities of the company. Scott holds a PhD in Chemistry and is a Fellow of the Royal Society of Chemistry.

Steven Harris

Steve was appointed to the Board of Woodford Patient Capital Trust Plc, the FTSE 250 investment firm, in April 2015.

Steve is the CEO of Circassia Pharmaceuticals, the company he co-founded in 2006 and took to IPO in 2014. Previously, he held a series of senior financial positions within the pharmaceuticals industry, culminating in his role as CFO and Co-Founder of Zeneus Pharma.

LEISURE & HOTELS

Bwin.Party Digital Entertainment; Cineworld Group Plc; Compass Group Plc; Intercontinental Hotels Group Plc; Merlin Entertainments Plc

Elizabeth (Liz) Margaret Catchpole

Liz was appointed to the Board of BWin. Party Digital Entertainment Plc, the FTSE250 gaming company, in March 2015.

An accountant by training, Liz has experience across the insurance, business services and property sectors. She was latterly CFO of housebuilders Avant Homes and Chelsfield Partners, from 2006-2013. Before this, she was CFO of Williams Lea, the information processing business which she helped sell to Deutsche Post. She began her career in 1985 at the insurance division of GE Capital, where she spent 17 years before becoming CFO of Swiss Re Life & Health.

Alicja Kornasiewicz

Alicja was appointed to the Board of Cineworld Group Plc, the FTSE250 cinema operator, in May 2015.

Alicja is currently a Managing Director and Head of Central & Eastern Europe for Morgan Stanley & Co International. She previously held a number of executive management roles at UniCredit Bank throughout the region and was Chairman of Bank Pekao from 2011 to 2012. She also has experience in politics, serving as Secretary of State for the Polish Ministry of the State Treasury from 1997 to 2000.

Ireena Vittal

Ireena was appointed to the Board of Compass Group Plc, the FTSE100 catering and property support services company, in July 2015.

Ireena was a partner at McKinsey & Company from 1996 to 2012, joining from Hutchinson Max Telecom, where she had been Head of Marketing & Sales. A seasoned business executive, she has embarked on a portfolio career, holding NED roles at major Indian companies including Wipro, Tata Global Beverages, Indian Hotels Co Ltd, Titan Company and Godrej Consumer Products.

Nelson Luiz Costa Silva

Nelson was appointed to the Board of Compass Group Plc, the FTSE100 catering and property support services company, in July 2015.

Nelson has spent his career in South American heavy industry, currently serving as SVP for Bolivia, Uruguay and Brazil at BG Group Plc. He previously held senior marketing and general management roles at BHP Billiton after previously spending nearly 20 years at Brazilian mining company Cia Vale do Rio Doce.

Anne M. Busquet

Anne was appointed to the Board of Intercontinental Hotels Group Plc, the FTSE100 hotels group, in March 2015.

Anne was CEO of Local and Media Services at InterActiveCorp (IAC), an internet commerce conglomerate, from 2004 to 2006. She joined the business in 2003 after a 23-year career with American Express in New York, where she latterly served as President of Interactive Service and New Business from 2000-2001. She began her career with Hilton International in Paris. She also serves on a number of international Boards.

Trudy Rautio

Trudy was appointed to the Board of Merlin Entertainment Plc, the FTSE100 entertainment company, in October 2015.

Trudy has extensive experience in the travel and hospitality sector, most recently as President and Chief Executive Officer at Carlson, the global hotel operator. She previously held senior financial executive roles within Jostens Inc. and Pillsbury Company. She also serves on a number of international Boards.

LIFE ASSURANCE

Aviva Plc; Old Mutual Plc; Prudential Plc

Belén Romana Garcia

Belén was appointed to the Board of Aviva Plc, the FTSE100 insurance company, in June 2015.

Belén has spent her career in the Spanish public sector, most recently as Chief Economist at the Circulo de Empresarios and before that as Head of the Spanish Treasury. Prior to that, she was President and Chairman at Sareb, the management company for assets arising from the Spanish banking sector reorganisation. She joined the Spanish Ministry of Economy & Finance as an Economist in 1994. She is also on the Board of Banco Santander.

Vassi Naidoo

Vassi was appointed to the Board of Old Mutual Plc, the FTSE100 life assurance company, in May 2015.

Vassi spent his career with Deloitte, where he latterly served as Vice Chairman of Deloitte UK and as a member of the Executive Board. Prior to this he was Deputy Managing Partner for EMEA at Deloitte, after leading the South African operations for seven years. He is also Chairman of Nedbank Group Ltd.

David Law

David was appointed to the Board of Prudential Plc, the FTSE100 insurance company, in September 2015.

David is currently CEO of L&F Indemnity, the professional indemnity captive insurance group that serves the PricewaterhouseCoopers network. His prior career was spent with PwC, becoming Partner in the Audit division in 1994 and latterly served as Global Leader of Insurance until 2015.

MEDIA & ENTERTAINMENT

Informa Plc; RELX Plc; Sky Plc; Zoopla Property Group Plc

David Flaschen

David was appointed to the Board of Informa Plc, the FTSE250 publishing and events company, in September 2015.

David has over 20 years of executive experience in the information services industry, currently serving as an NED at Paychex Inc. and as an investor and advisor to a number of private companies. Previously, he was a Partner at Castanea Partners from 2005 to 2011, moving from Flagship Ventures where he was a Managing Director. Prior to this, he was CEO of Thomson Financial and Donnelley Marketing.

Marika van Lier Lels

Marika was appointed to the Board of RELX Plc, the FTSE100 media and publishing company, in July 2015.

Marika is currently a member of the Supervisory Boards of TKH Group, Eneco Holding and Royal Imtech and a member of the ExCo at Aegon Association. She was previously on the Boards of KPN, USG People and Maersk. In an executive capacity, she was EVP and COO of the Schiphol Group after serving as CEO of Van Gend & Loos. She began her career with Koninklijke Nedlloyd in a variety of roles.

John Nallen

John was appointed to the Board of Sky Plc, the FTSE100 media and entertainment group, in November 2015.

John is currently CFO of Twenty-First Century Fox, previously serving as Deputy CFO from 2004 to 2013. He joined from News Corporation, where he was also CFO after beginning his career with Arthur Andersen, where he was a Partner in their Metro Media Practice.

Vin Murria

Vin was appointed to the Board of Zoopla Property Group Plc, the FTSE250 online real-estate agents, in July 2015.

Vin is currently a Partner at Elderstreet Investments. She brings over 20 years of experience in the development and building of technology and high growth companies and has extensive knowledge of UK corporate governance and M&A. She is the former CEO of Advanced Computer Software Group Plc.

MINING

Lonmin Plc; Randgold Resources Plc

Varda Shine

Varda was appointed to the Board of Lonmin Plc, the FTSE250 mining business, in February 2015.

Over a period of 30 years, Varda held several executive level and managerial positions within the De Beers Trading Company and its principal subsidiary, Diamdel Israel. She latterly spent eight years as the CEO of De Beers Trading Company.

Safiatou Françoise Ba-N'Daw

Safiatou was appointed to the Board of Randgold Resources Ltd, the FTSE100 gold mining business, in March 2015.

Safiatou is currently a Managing Partner of Alizes Consultants and Deputy Chairwoman of Niger Omega, the mining, oil and gas exploration and services business. She is the former Deputy Chief of Staff to the Prime Minister of the Ivory Coast, having previously served as Minister of Energy for the Government of the Ivory Coast. Her early career was spent with the World Bank as a Senior Financial Analyst for South Asia.

OIL & GAS

BP Plc; Cairn Energy Plc; Hunting Plc; Ophir Energy Plc; Petrofac Ltd

Sir Robert John Sawers

Robert was appointed to the Board of BP Plc, the FTSE100 Oil & Gas company, in May 2015.

Robert is the former Chief of the Secret Intelligence Service (MI6). He spent his career in public service, representing the UK at the United Nations in New York and serving as UK Ambassador in Egypt after holding a number of international policy and planning positions within the UK Foreign & Commonwealth Office.

Keith Lough

Keith was appointed to the Board of Cairn Energy Plc, the FTSE250 oil & gas company, in May 2015.

Keith was Co-founder and Chief Executive for Composite Energy, a coal-bed methane exploration and production company. In his early career, he held a number of leading financial positions within the energy industry, latterly serving as Finance Director for British Energy. Keith is currently an NED at Rockhopper Exploration, Papua Mining and Rock Solid Images, and the UK Gas and Electricity Markets Authority, which has supervisory responsibility for Ofgem.

Peter Kallos

Peter was appointed to the Board of Cairn Energy Plc, the FTSE250 oil and gas exploration and development company, in September 2015.

Peter is currently CEO of Buried Hill Energy. He has spent his career in the oil and gas industry. He previously served as EVP of International and Offshore at Petro-Canada (and then Suncor Energy after the merger). Previously he held a number of engineering and general management roles with Enterprise Oil after starting his career with Marathon Oil Corp.

Annell R. Bay

Annell was appointed to the Board of Hunting Plc, the FTSE250 supplier to the oil and gas industries, in February 2015.

Annell served as Vice President, Global Exploration at Marathon Oil Corp. from 2011 to 2014, having previously been Senior Vice President, Exploration since 2008. She spent her career in the broader oil and gas sector, formerly serving as Vice President Americas Exploration at Shell and Vice President Worldwide Exploration at Kerr-McGee. She also sits on the Board of Apache Corp. in the US.

John (Jay) F. Glick

John was appointed to the Board of Hunting Plc, the FTSE250 oil and gas services company, in February 2015.

John is the former President and CEO of Lufkin Industries Inc., the oil and gas equipment manufacturer, where he served from 2007 to 2013, when the company became a subsidiary of General Electric. Prior to this, he held various senior management roles, including Vice President and General Manager of the Oil Field and Power Transmission Divisions. He is currently an NED for TETRA Technologies Inc., a geographically diversified oil and gas services company.

Dr. Carol Bell

Carol was appointed to the Board of Ophir Energy Plc, the FTSE250 oil and gas exploration company, in May 2015.

Carol currently serves on the Boards of Blackrock Commodities Income Investment Trust, Bonheur, Ganger Rolf, Finance Wales and S4C, and is the Shareholder Representative of Petroleum Geo- Services. She has over 30 years' experience within oil and gas finance, latterly as Head of the Global Oil and Gas Group at Chase Manhattan Bank. Before that she held various senior positions with JP Morgan and UBS Phillips & Drew in the area of oil and gas equity research analysis.

Dr. Matthias Bichsel

Matthias was appointed to the Board of Petrofac Ltd, the FTSE250 oil and gas services company, in May 2015.

Matthias spent his career with Royal Dutch Shell, serving in a variety of international general management and exploration management roles, latterly as Executive Director of Projects and Technology Business. He is currently a NED at Canadian Utilities and Sulzer.

PHARMACEUTICALS

AstraZeneca Plc; Circassia Pharmaceuticals Plc; GlaxoSmithKline Plc; Shire Plc; Vectura Group

Dr. Cornelia (Cori) Isabella Bargmann

Cori was appointed to the Board of AstraZeneca Plc, the FTSE100 pharmaceuticals company, in April 2015.

Cori is an accomplished academic, currently serving as Associate Director and Head of Laboratories at the Rockefeller University, focusing on neurology and behavioural studies. Prior to this, she had an established career at University of California, San Francisco, where she was latterly Chairman of Anatomy.

Lota Zoth

Lota was appointed to the Board of Circassia Pharmaceuticals Plc, the FTSE250 pharmaceutical company, in February 2015.

Lota also sits on the Boards of Spark Therapeutics, LNewLink Genetics and Orexigen Therapeutics. She is a former Board member of Hyperion Therapeutics and Ikaria Inc. As an executive, she retired in 2007 as CFO of Medimmune, having joined the company in 2002 as Controller. Prior to that, she held a number of financial roles with PSINet Inc., Marriott International and PepsiCo. She began her career as an auditor with Ernst & Young.

Marvin Samson

Marvin was appointed to the Board of Circassia Pharmaceuticals Plc, the FTSE250 pharmaceutical company, in December 2015.

Marvin is on the Boards of Antares Pharma, NanoPass Technologies and Flynn Pharma and is the Founder and CEO of Samson Medical Technologies. He was, until recently, Interim President of the University of the Sciences, Philadelphia. He previously served in a number of senior general management and CEO roles with Qualitest Pharmaceuticals, Marsam Pharmaceuticals, Elkins-Sinn and SICOR.

Urs Rohner

Urs was appointed to the Board of GlaxoSmithKline Plc, the FTSE100 pharmaceuticals company, in January 2015.

Urs is currently Chairman of Credit Suisse Group AG, where he also served as General Counsel and COO from 2006 to 2009. Before joining Credit Suisse in 2004, he was CEO and Chairman for four years at ProSiebenSat.1 Group, one of the largest independent media corporations in Europe. This followed a number of years in private practice at major law firms in Switzerland and the USA.

Olivier Bohuon

Olivier was appointed to the Board of Shire Plc, the FTSE100 pharmaceuticals company, in July 2015.

Olivier is the current CEO of the FTSE100 medical equipment supplier Smith & Nephew. Prior to joining Smith & Nephew, he spent seven years with Abbot Laboratories latterly serving as EVP of Pharmaceutical Products, and prior to that ran the European Commercial Operations for GlaxoSmithKline. He also serves as NED for Virbac Group SA.

Sara Mathew

Sara was appointed to the Board of Shire Plc, the FTSE100 pharmaceuticals company, in September 2015.

Sara is the former Chairman, President and CEO of Dun & Bradstreet Inc., having previously served as COO and CFO in her 12 years with the company. Prior to this, she was at Procter & Gamble, where she had held a number of senior divisional and regional finance positions. She is also on the Boards of Campbell Soup and Federal Home Loan Mortgage Corp. and is an International Advisory Council Member of Zurich Insurance Group.

Dr. Per-Olof Andersson

Per-Olof was appointed to the Board of Vectura Group, the FTSE250 pharmaceutical business, in April 2015.

Per-Olof is currently a consultant advising biotech and pharmaceutical companies. He is the former Executive Director of Research and Development at Ammirall, retiring in 2011.

He previously had a long career in R&D with Pharmacia and Pfizer.

PRIVATE EQUITY

3i Group Plc

Peter Grosch

Peter was appointed to the Board of 3i Group Plc, the FTSE100 private equity firm, in November 2015.

Peter is currently on the Board of a number of private and public companies. He serves as Chairman of Euro-diesel and GEA HXS, Deputy Chairman of SLM Solutions and NED at Faster SPA and Fokker Technologies. In his executive career, he served in a number of general management roles in the automotive and mechanical engineering sector, latterly serving as Executive Vice President for the Commercial Truck Division at Daimler.

REAL ESTATE

CLS Holdings Plc; Derwent London Plc; F&C Commercial Property Trust Ltd; Grainger Plc; Hammerson Plc; Intu Properties Plc; Redefine International Plc;

Philip Mortstedt

Philip was appointed to the Board of CLS Holdings, the FTSE250 commercial property business, in May 2015.

Philip is the son of one of the Founders of CLS, Bengt Mortstedt. He established an online media enterprise called NeoBuggy.net, which focuses on motorsport. He is also involved in the family's hotel and land developments in the Caribbean as well as in equity investments and residential property.

Cilla Snowball

Cilla was appointed to the Board of Derwent London Plc, the FTSE250 real estate investment and development company, in September 2015.

An experienced advertising executive, Cilla is the Group CEO of advertising agency Abbott Mead Vickers BBDO Ltd, having spent over 20 years with the company and moving into her current role in 2006. She is also a member of the Women's Business Council.

David Preston

David was appointed to the Board of F&C Commercial Property Trust Ltd, the FTSE250 real estate investment company, in February 2015.

David is Managing Director of First Names Group, a Guernsey listed fund services business. He is a director of a number of regulated, un-listed open and closed-end real estate funds invested in the UK, Europe, Asia and the US.

Peter Cornell

Peter was appointed to the Board of F&C Commercial Property Trust Ltd, the FTSE 250 real estate investment company, in June 2015.

Peter is currently a Partner and Head of Investor Relations at Metric Capital Partners. He was, until 2006, Global Managing Partner of Clifford Chance and then joined Terra Firma Capital Partners where he was Managing Director until 2011.

Robert Wilkinson

Robert was appointed to the Board of Grainger Plc, the FTSE250 residential property business, in August 2015.

Robert is currently CEO of AEW UK Investment Management, having served with AEW Europe since 2009 and previously serving as their Chief Investment Officer. Prior to this, Robert held senior general management and investment management roles at Goldman Sachs and UBS.

Andrew Formica

Andrew was appointed to the Board of Hammerson Plc, the FTSE100 real estate development and investment company, in November 2015.

Andrew is the CEO of Henderson Group Plc, the FTSE250 financial services conglomerate, previously holding a variety of senior roles within the organisation. These include Head of Equities and Joint Managing Director of the Investment Management business. He joined as an Equity Fund Manager. He is also an Advisory Council Member for TheCityUK.

Pierre Bruno Bouchut

Pierre was appointed to the Board of Hammerson Plc, the FTSE100 real estate company, in February 2015.

Pierre is an experienced CFO within the retail space. He is currently Executive Vice President and CFO of Delhaize Group, the £16.7bn Belgian turnover food retail company, where he has served since 2012. He joined from Carrefour SA, where he served as CFO and as Executive Director of International Growth Markets. Pierre was also CFO for Schneider Electric SA, having spent his early career with Casino Guichard Perrachon SA, the £37.8bn turnover French retailer, where he latterly served as CFO and then CEO.

John Strachan

John was appointed to the Board of Intu Properties Plc, the FTSE100 real estate business, in October 2015.

John is currently Global Head of Retail Services at Cushman & Wakefield. Prior to that, he spent nearly 30 years with Healey & Baker, latterly serving as Head of their UK and European Retail practice from 1996 until its 2000 acquisition by Cushman & Wakefield.

Robert Orr

Robert was appointed to the Board of Redefine International Plc, the FTSE250 property investment business, in April 2015.

Robert spent his career with Jones Lang LaSalle, latterly serving as European CEO before founding their International Capital Group in 2005 and serving as International Director until 2009. He currently serves as a NED for Tishman Speyer Properties UK Limited, an advisor to UK and European Investments at Wainbridge Capital and a senior advisor to Canaccord Genuity Limited.

SOFTWARE & COMPUTER SCIENCE

Micro Focus International Plc; NCC Group Plc; Playtech Plc; Sophos Group Plc

Karen Mary Geary

Karen was appointed to the Board of Micro Focus International Plc, the FTSE250 multinational software and information technology business, in January 2015.

Karen is the former Chief People Officer, responsible for Human Resources and Internal Communications, at WANdisco Plc, the global collaboration software business. She is also a member of the executive management team. Karen has more than 20 years of international HR and business transformation experience across a variety of industries, managing organisations through periods of large scale change, acquisition and integration. She worked at Sage Group and Stena Line previously.

Chris Batterham

Chris was appointed to the Board of NCC Group Plc, the FTSE250 information assurance firm, in May 2015.

Chris is an experienced pluralist, currently also serving as Chairman of Eckoh Plc and on the Boards of Toumaz Ltd, SDL Plc, and Iomart Group Plc. He is also an Operating Executive for Abacus Partners. As an executive, he held a number of senior finance roles, latterly serving as FD of Unipalm Group and the CFO of Searchspace Group.

Paul Hewitt

Paul was appointed to the Board of Playtech Plc, the FTSE250 gambling software development company, in August 2015.

Paul is an experienced financial executive, most recently serving as Deputy CEO and CFO of the Co-Operative Group from 2003 to 2007. He previously served as Finance and IT Director at RAC, Redland and Euromoney Institutional Investor. He qualified as a Chartered Accountant at Arthur Andersen.

Ed Gillis

Ed was appointed to the Board of Sophos Plc, the FTSE250 security software and hardware company, in June 2015.

Ed has been a business consultant since 2006, with interim leadership roles at Skype and Avaya. Prior to this, he was SVP of Administration and Integration at Symantec Corp. after serving as CFO at Veritas Software, Parametric Technology Corp. and Lotus Development. His early career was spent with Coopers & Lybrand, where he qualified as a chartered accountant and was a General Practice Partner during his 15-year tenure.

Peter Gyenes

Peter was appointed as Chairman of Sophos Plc, the FTSE250 security software and hardware company, in June 2015.

Peter has four decades of experience in technical, sales, marketing and general management positions within the global computer systems and software industry. His most recent executive role was as Chairman and Chief Executive Officer of Ascential Software Corp. until its acquisition by IBM in April 2005. He previously held senior roles at Ardent Software, Cornerstone Internet Solutions and Data General Corp. Since 2005, he has taken on a number of NED roles at both private and public companies, including Carbonite Inc, Intralinks Holdings, RealPage, Cimpres and Pegasystems.

Roy Mackenzie

Roy was appointed to the Board of Sophos Plc, the FTSE250 security software and hardware company, in June 2015.

Roy is a Partner at private equity firm Apax Partners in their technology and telecoms team. He was previously at McKinsey & Co., focusing on consulting clients in the high technology sector. He held product management positions at Psion computers before that.

Salim Nathoo

Salim was appointed to the Board of Sophos Plc, the FTSE250 security software and hardware company, in June 2015.

Salim is a Partner at private equity firm Apax Partners and Co-Head of their Tech and Telecom team in London. Prior to joining Apax in 1999, he was at McKinsey & Co., where he focused extensively on telecommunications. Before that, he held sales, marketing and technical positions at NYNEX CableComms Ltd and IBM. He is also on the Board of GlobalLogic, a software R&D services company.

Sandra Bergeron

Sandra was appointed to the Board of Sophos Plc, the FTSE250 security software and hardware company, in June 2015.

Sandra is a Venture Partner at Trident Capital, and a director of F5 Networks, Qualys and TraceSecurity. She previously spent 14 years at McAfee, holding a number of key executive positions, including Head of Research and Development, Head of Corporate Strategy and President of PGP Security.

Steve Munford

Steve was appointed to the Board of Sophos Plc, the FTSE250 security software and hardware company, in June 2015.

Steve is the former CEO of Sophos, serving from 2006 to 2012. Prior to that, he was COO and President of its North American operations. He came to Sophos in 2003 as a result of its acquisition of email security software provider ActiveState, where he latterly served as CEO. Steve is also a NED at Carbonite Inc.

SPECIALTY & OTHER FINANCE

3i Infrastructure Plc; Aberdeen Asset Management Plc; Allied Minds Plc; Ashmore Group Plc; Hargreaves Lansdown Plc; Henderson Group Plc; IG Group Holdings Plc; International Personal Finance Plc; IP Group Plc; John Laing Group Plc; London Stock Exchange Group Plc; Man Group Plc; Rathbone Brothers Plc; Schroders Plc; Shawbrook Group Plc; Tullett Prebon Plc; Virgin Money Holdings Plc

James (Doug) Douglas Bannister

Doug was appointed to the Board of 3i Infrastructure Plc, the FTSE250 investment business, in January 2015.

Doug has been CEO at Ports of Jersey since 2011, after previously serving as Managing Director for the UK and Ireland at Maersk Line on the back of a career in shipping and logistics. He was at P&O Nedlloyd until its 2006 acquisition by Maersk, where he latterly held responsibility for all Pacific Trade. Doug is also an NED for Box Trade Intelligence Limited, a logistics analysis company.

Wendy Dorman

Wendy was appointed to the Board of 3i Infrastructure Plc, the FTSE250 investment business, in January 2015.

Wendy retired in 2015 as a Partner and Head of Tax for the Channel Islands with PricewaterhouseCoopers. She has over 20 years' experience within leading accountancy firms, previously working at Deloitte, also within its Tax department. She also serves as Chairman of the Jersey branch of the Institute of Directors and as a NED of CQS New City High Yield Fund Ltd.

Val Rahmani

Val was appointed to the Board of Aberdeen Asset Management Plc, the FTSE100 investment management group, in February 2015.

Val was formerly Chief Executive Officer of US internet security software firm Damballa.

Prior to that, she held a number of senior management roles with IBM Corp. She graduated from Oxford University with a MA and DPhil in Chemistry. She also serves on the Board of Computer Task Group Inc.

Kevin Sharer

Kevin was appointed to the Board of Allied Minds Plc, the FTSE250 capital investment firm, in June 2015.

Kevin is the former CEO of Amgen, the £13bn turnover biotechnology company, where he served from 2000 to 2012. He had previously served as COO for the company after a career in general management and marketing at MCI Communications, General Electric, McKinsey & Co. and AT&T. Prior to this, Kevin had served as an Engineer in the US Navy. He is a former NED for Northrop Grumman Corp. and Chevron Corp.

Clive Adamson

Clive was appointed to the Board of Ashmore Group Plc, the FTSE250 investment management company, in October 2015.

Clive was Head of Supervision and an Executive Director at the Financial Conduct Authority until January 2015. Prior to that he held a number of senior roles at the Financial Services Authority and acted as a Senior Advisor to the Bank of England. His early career was spent with Citigroup and Bank of America, where he latterly served as Senior Vice President and Head of UK and Northern Europe. Clive is currently a NED at J.P. Morgan International Bank and The Prudential Assurance Co. Ltd.

Jayne Styles

Jayne was appointed to the Board of Hargreaves Lansdown Plc, the FTSE100 investment services company, in October 2015.

Jayne has been Chief Investment Officer at Amlin since 2002. Prior to this, she was an Independent Investment Consultant for two years after serving as Head of International Equities at Halifax Fund Management Limited.

Kalpana Desai

Kalpana was appointed to the Board of Henderson Group Plc, the FTSE250 investment management company, in July 2015.

Kalpana is a globally experienced financial professional, most recently serving as Head of Macquarie Capital Asia, the Asian subsidiary of the Macquarie Group based in Australia. Prior to this, she was an MD and Head of APAC M&A at Bank of America Merrill Lynch, based in Hong Kong. She spent her early career in corporate finance at Barclays de Zoete Wedd and J. Henry Schroder Wagg, starting her career at Coopers & Lybrand's financial services division. She is also a NED at Canaccord Genuity Group.

June Felix

June was appointed to the Board of IG Group Holdings Plc, the FTSE250 financial services company, in September 2015.

June is currently European President of VeriFone Systems. Previously, she was MD of Enterprise Payments at Citibank, after moving from IBM where she served as Global General Manager of Banking and Financial Markets from 2002 to 2011. She began her career in finance, holding senior general management roles at Booz & Co, Deutsche Bank and JP Morgan Chase before becoming CEO of CertCo.

Jayne Almond

Jayne was appointed to the Board of International Personal Finance Plc, the FTSE250 international home credit business, in June 2015.

Jayne is the Founder and former Chairman and CEO of Stonehaven, an equity release firm she set up in 2006 and sold to MGM Advantage in 2014. Previously she held various leadership roles in retail banking, initially at Lloyds TSB and then Barclays Bank, latterly serving as Managing Director of Barclays' Home Finance Business.

John Mangelaars

John was appointed to the Board of International Personal Finance Plc, the FTSE250 international home credit business, in July 2015.

John is currently CEO of the online travel company Travix International. Prior to taking on this role in 2013, he spent over 20 years with Microsoft, latterly serving as VP for the Consumer & Online business in EMEA, responsible for the marketing and sales of such products as MSN Messenger, Hotmail and Bing.

Dr. Elaine Sullivan

Elaine was appointed to the Board of IP Group Plc, the FTSE250 investment firm, in July 2015.

Elaine is currently CEO of Carrick Therapeutics UK, having previously spent her career in senior R&D roles within the pharmaceuticals industry. Prior to joining Carrick, she was VP of Global External R&D at Eli Lilly. She previously spent 16 years with AstraZeneca, latterly serving as VP of New Opportunities in R&D.

Anne Wade

Anne was appointed to the Board of John Laing Group Plc, the FTSE250 property investment firm, in February 2015.

Anne currently has a portfolio career which includes several public company and private foundation Boards and she is also a Partner at Leader's Quest and co-founded and co-directs BankingFutures. Anne previously spent 17 years with Capital International as an Asset Manager, latterly serving as Senior VP and Director, and with responsibility for infrastructure related investments.

Guy Pigache

Guy was appointed to the John Laing Group Plc, the FTSE250 property investment firm, in February 2015.

Guy is Head of Infrastructure Investment at Henderson Equity Partners. He brings over 22 years of experience in the infrastructure concession market. Before Henderson, he was Co-Head of HSBC's PPP infrastructure investment business.

Nicholas Hiscock

Nicholas was appointed to the Board of John Laing Group Plc, the FTSE 250 property investment firm, in February 2015.

Nicholas was CFO of Henderson Group, the FTSE 250 investment management firm, from 2003 to 2009. He joined Henderson in 1992, serving in a variety of roles within their internal audit and finance department, after starting his career at Midland Bank Group, where he trained as an accountant.

Priscilla Davie

Priscilla was appointed to the Board of John Laing Group Plc, the FTSE 250 property investment firm, in February 2015.

Priscilla is the Managing Director of private equity firm Henderson Equity Partners. She joined the Henderson Group in 2000 in a senior tax role and moved to Henderson's private equity division in 2004, overseeing its finance and investment operations. Prior to Henderson, Priscilla was a tax professional with PricewaterhouseCoopers in both their Sydney and London offices.

The Hon. Mary Schapiro

Mary was appointed to the Board of the London Stock Exchange Group Plc, the FTSE100 stock exchange company, in July 2015.

Mary has 35 years of experience in the US financial regulatory system, latterly serving as Chairwoman of the US Securities and Exchanges Commission in the aftermath of the 2008 financial crisis. Prior to this, she was CEO of the Financial Industry Regulatory Authority after being appointed in 1996 as President of Regulation. She is also an NED for General Electric Co.

David Nish

David was appointed to the Board of London Stock Exchange Group Plc, the FTSE100 stock exchange, in December 2015.

David was CEO of Standard Life Plc from 2010 to September 2015. He joined the company as GFD in 2006 having previously served in the same role at Scottish Power Plc. Prior to this he was a Partner with PricewaterhouseCoopers. He is currently also serving on the Boards of UK Green Investment Bank Plc and Vodafone Group Plc. He also joined the Board of Vodafone Group in January 2016.

Professor Leonard Hoogduin

Lex was appointed to the Board of London Stock Exchange Group Plc, the FTSE100 stock exchange, in December 2015.

Lex is a former Executive Director at De Nederlandsche Bank, where he held responsibility for economic policy and research, financial stability, financial markets, statistics and payment, clearing and settlement systems. He had previously held a number of advisory and research roles, including Chief Economist at Robeco NV and Managing Director of the Institute of Research and Investment Services (IRIS) BV. He is also Chairman of LCH Clearnet Group and previously served as an advisor to the First President of the European Central Bank.

John Michael Cryan

John joined the Board of Man Group Plc, the FTSE250 investment bank, in January 2015.

John is currently CEO at Deutsche Bank after spending his career within banking and finance. He previously served as Co-Head of the Portfolio & Strategy Group and President of Europe for Temasek, the £38bn turnover sovereign wealth fund. Prior to that he served as CFO and CEO of EMEA for UBS Investment Bank. John also serves as Chairman of ST Asset Management Ltd and as a Director of Tana Africa Capital Managers (Pty) Ltd.

Sarah Gentleman

Sarah was appointed to the Board of Rathbone Brothers Plc, the FTSE250 investment and wealth management services business, in January 2015.

Sarah retired from executive life in 2012, after spending six years as an Analyst covering the European banking sector at Sanford C. Bernstein & Co., the institutional research and trading arm of Alliance Bernstein. Prior to this she was Business & Strategy Director of Egg, the online banking subsidiary of Prudential and before that she was CFO of LCR Telecom Group. She spent her early career with McKinsey & Co.

Rhian Davies

Rhian was appointed to the Board of Schroders Plc, the FTSE100 fund management firm, in July 2015.

Rhian is a former Managing Partner at Electra Private Equity, joining in 1992 and becoming Partner in 2006. Since retiring in 2015, she has taken on the role of Senior Advisor at the firm. She began her career with PricewaterhouseCoopers LLP, where she also qualified as a Chartered Accountant.

Graham Alcock

Graham was appointed to the Board of Shawbrook Group Plc, the FTSE250 commercial and retail bank, in April 2015.

Graham retired in 2010 as Director of Business Development at accountancy firm Baker Tilly. He previously served at the Royal Bank of Scotland for 37 years, latterly serving as a Senior Director of Commercial Banking.

Paul Lawrence

Paul was appointed to the Board of Shawbrook Group Plc, the FTSE250 commercial and retail bank, in August 2015.

Paul spent over 30 years with HSBC, moving through international general management and investment management roles. He retired in 2013 as Group Head of Audit, previously serving as CEO and Head of Investments for Investment Banking, North America after previously serving as CEO for Singapore and the Philippines.

Robin Ashton

Robin was appointed to the Board of Shawbrook Group Plc, the FTSE250 commercial and retail bank, in April 2015.

Robin is the former CEO of London Scottish Bank Plc. Prior to this, he held numerous financial and general management roles at Provident Financial during his nearly 25-year career there, latterly serving as CEO from 2001 to 2006. He is also on the Board of Non-Standard Finance Plc.

Roger Lovering

Roger was appointed to the Board of Shawbrook Group Plc, the FTSE250 commercial and retail bank, in April 2015.

Roger spent his career in retail banking, latterly focusing on card services. He is the former Managing Director of Santander Cards, serving from 2006 to 2011. Prior to that, he spent 17 years with HSBC UK, where he served in a variety of roles until he became Head of Card Services in 2003.

Sally-Ann Hibberd

Sally-Ann was appointed to the Board of Shawbrook Group Plc, the FTSE250 commercial and retail bank, in November 2015.

Sally-Ann is the former Group Director of Operations and Technology at insurance company Willis Group, joining the company as COO of their International Operations. Prior to this, she was COO of Guy Carpenter & Co. Her early career was spent in a variety of finance, operations and general management roles with Lloyds Banking Group, Thomson Reuters and Prudential. She is also a NED at National Farmers Union Mutual and an Advisor to OEE Consulting.

Carol Sergeant

Carol was appointed to the Board of Tullett Prebon Plc, the FTSE250 inter-dealer money broker, in July 2015.

Carol is currently serving on the Boards of Danske Bank and Threadneedle Solutions and recently stepped off the Board of Secure Trust Bank. She is the former Chief Risk Officer of Lloyds Banking Group. Prior to this, she spent six years with the FSA, latterly as MD of the Regulatory Process and Risks Directorate. She spent her early career with the Bank of England.

Geeta Gopalan

Geeta was appointed to the Board of Virgin Money Holdings Plc, the FTSE250 retail-only bank, in June 2015.

Geeta is currently on the Board of Vocalink and its subsidiary Advanced Payment Technology Ltd. She is also the Vice Chair of the England Committee of the Big Lottery Fund. As an executive, she was Chairman of Europe at Monitise after previously serving as Director of Payments Services. Prior to this, she spent 17 years with Citigroup, latterly as MD of the UK Retail Bank and Business Development Head EMEA.

STEEL & OTHER MATERIALS

Evrax Plc

Deborah Gudgeon

Deborah was appointed to the Board of Evraz Plc, the FTSE250 steel making and mining company, in May 2015.

Deborah is currently MD of Gazelle Corporate Finance. Prior to this, she was a Founder Director of the Special Situations Advisory team for BDO LLP. She had previously been a Director of Corporate Finance at Deloitte after holding a number of senior finance roles with Halstead Services and Lonrho.

TELECOMMUNICATION SERVICES

Cable & Wireless Communications Plc; Colt Group SA; Inmarsat Plc; Vodafone Group Plc

Barbara Rose Thoralfsson

Barbara was appointed to the Board of Cable & Wireless Communications Plc, a FTSE250 multinational telecommunications business, in January 2015.

Barbara latterly served as CEO of NetCom ASA, Norway's second largest mobile network operator, from 2001 to 2005. Prior to this she spent the majority of her career at Midelfart & Co AS, the Norwegian consumer goods business, working her way up through a variety of sales and marketing roles before becoming President & CEO from 1995 to 2000. She has served on a number of Scandinavian Boards and is also an Industrial Advisor to EQT Partners.

Brendan Paddick

Brendan was appointed to the Board of Cable & Wireless Communications Plc, the FTSE250 telecommunications company, in March 2015.

Brendan is CEO of Columbus Communications, a media and internet service provider based in the Caribbean. Prior to this, he was Chief Executive of media and telecommunications companies Cable Bahamas and Persona Communications. He also serves on the Board of Clearwater Seafoods Inc.

John Risley

John was appointed to the Board of Cable & Wireless Communications Plc, the FTSE250 telecommunications company, in March 2015. He became Vice Chairman in November.

John is the Founder and President of Clearwater Fine Foods Inc., a holding company whose subsidiary Clearwater Seafoods is one of the world's largest shellfish harvesting and processing companies. He also founded and is on the Board of Ocean Nutrition Canada, the world's leading provider of Omega-3 fatty acids. He is a NED for Columbus Communications Inc.

Thad York

Thad was appointed to the Board of Cable & Wireless Communications Plc, the FTSE250 telecommunications company, in March 2015.

Thad is President, General Manager and Director for a number of media mogul John Malone's personal businesses, spanning telecommunications, shipbuilding, real estate, tourism and e-commerce. Prior to his current roles, he held senior positions in both operations and finance at Telecommunications Inc.

Lane MacDonald

Lane was appointed to the Board of Colt Group SA, the FTSE250 IT managed services and data centre services company, in October 2015.

Lane is the President and CIO of FMR Diversified Investments, having previously served in a similar role at The Crosby Group. Prior to this, Lane spent six years in various leadership roles at Harvard Management Company, which manages Harvard University's \$33 billion endowment. Lane was previously a General Partner at Alta Communications for eight years after spending his early career with various private equity firms and investment banks.

Cyrus Jilla

Cyrus was appointed to the Board of Colt Group SA, the FTSE250 IT managed services and data centre services company, in October 2015.

Cyrus is currently Chairman of Optegra and President of Eight Roads Services. He was previously CEO of Element Six, a subsidiary of De Beers. He spent much of his early career with Bain & Co., becoming Partner in 1999 and Head of European Consumer Products and Retail in 2003.

Jennifer Stonestreet Uhrig

Jennifer was appointed to the Board of Colt Group SA, the FTSE250 IT managed services and data centre services company, in January 2015.

Jennifer was an Analyst and Fund Manager at Fidelity Investments for 22 years. Since retiring from professional money management in 2009, she has served in an advisory capacity at Fidelity and now sits on the boards of Geode Capital Management and FORUM Pharmaceuticals, both fully owned Fidelity subsidiaries.

Dr. Hamadoun Ibrahim Toure

Hamadoun was appointed to the Board of Inmarsat Plc, the FTSE100 telecommunications company, in March 2015.

Hamadoun is the former Secretary General for the International Telecommunication Union (ITU), previously serving as Regional General Manager for Africa at ICO Global Communications Holdings Ltd (now Pendrell Corp.). Prior to that, he served as Group Director for Africa and the Middle East at International Telecommunications Satellite Organisation (INTELSAT).

Robert (Rob) Arnold Ruijter

Robert was appointed to the Board of Inmarsat Plc, the FTSE100 telecommunications company, in February 2015.

Rob held a number of Chief Financial Officer positions from 2001 until 2013, most recently with ASM International, the £426m turnover electronic components manufacturer. Prior to this, he was with VNU NV (now Nieson NV), a publicly listed marketing and publishing company, and was the CFO of KLM Royal Dutch Airlines until its merger with Air France. His final role was as Interim CEO of Vion Food Group. He currently serves on a number of international Boards including serving as Chairman of Dutch insurer Delta Lloyd.

Dr Mathias Christian Dopfner

Mathias was appointed to the Board of Vodafone Group Plc, the FTSE100 telecommunications company, in March 2015.

Mathias currently serves on the Boards of Aufeminin SA and Time Warner Inc. and is Chairman and CEO of Axel Springer. He has been with Axel Springer since 1998, initially as Editor-in-Chief of Die Welt and since 2000 as a Member of the Management Board. Among various positions he has held in media companies, he was the Editor-in-Chief of the newspapers Wochenpost and Hamburger Morgenpost and the Brussels-based correspondent for the Frankfurter Allgemeine Zeitung.

TOBACCO

British American Tobacco Plc

E. Dimitri Panayotopoulos

Dimitri was appointed to the Board of British American Tobacco, the FTSE100 tobacco company, in February 2015.

Dimitri spent his career with Procter & Gamble, where he latterly served as Vice Chairman of Global Business Units, responsible for managing the full portfolio of the company's brands and global business units with \$84 billion in annual sales. Dimitri is also currently a Supervisory Director at Logitech International SA and a Senior Advisor at Boston Consulting Group Inc.

Pedro Sampaio Malan

Pedro joined the Board of British American Tobacco Plc, the FTSE100 tobacco company, in February 2015.

Pedro held financial positions within the United Nations and the World Bank in New York before returning to Brazil at the request of the then Finance Minister to head the Central Bank. Upon leaving his ministerial position in 2002, Pedro began a portfolio career, becoming Chairman of the Union of Brazilian banks in 2004 and becoming a Board Member of £7bn market cap Brazilian tobacco company Souza Cruz S.A, in 2010. Pedro is currently an NED for EDP Energias do Brasil, the £2.5bn turnover Brazilian electricity provider, and Mills Estruturas e Serviços de Engenharia S/A, the £200m turnover construction materials company.

TRANSPORT

Clarkson Plc; National Express Group Plc; Northgate Plc; Wizz Air Holdings

Birger Nergaard

Birger was appointed to the Board of Clarkson Plc, the FTSE250 shipping services company, in February 2015.

Birger established Four Seasons Venture (Verdane Capital as it is today) in 1985 and was the company's CEO until 2006. He is currently Director of a number of its funds and is an Advisor to Advent International in Norway. He has also been Deputy Chairman of the Platou Board since 2008.

Matthew Crummack

Matthew was appointed to the Board of National Express Group Plc, the FTSE250 transport company in May 2015

Matthew is currently Chief Integration Officer, Head of Sales & Marketing and Deputy CEO at Lastminute.com. Prior to this, he was at Expedia, latterly serving as SVP of Global Lodging, after holding a number of business development and marketing roles at Nestlé, FPP Design Ltd and Procter & Gamble.

Michael McKeon

Michael was appointed to the Board of National Express Group Plc, the FTSE250 transport company, in July 2015.

Michael was CFO of Severn Trent from 2005 to 2015. Throughout his career, he has held leading financial positions, previously serving as FD for Novar, Rolls-Royce Aerospace and CarnaudMetalbox. He is also SID at Merchant Trust.

Claire Miles

Claire was appointed to the Board of Northgate Plc, the FTSE250 vehicle rental company, in November 2015.

Claire is the Managing Director of the Homecare arm of British Gas, part of the Centrica group. Previously, she served as MD of New Energy and Commercial Director for Home Services at British Gas, and as MD of Retail Distribution at Santander Cards. Her early career was spent with a number of financial service companies, including Dunhumby, HFC Bank and GE Money.

Guido (Guy) Demuynck

Guy was appointed to the Board of Wizz Air Holdings Plc, the FTSE 250 airline, in February 2015.

Guy is an experienced general manager within the technology space. He is the former CEO of Liquavista, a spin-off from Philips producing e-reader video screens, and Kroymans Corp, the luxury car trading platform. Prior to this he was Executive Director at KPN, responsible for their mobile division after spending 25 years with Koninklijke Philips, latterly serving as CEO of Consumer Electronics. He also has NED roles at TomTom, Proximus, Teleplan International, Divitel and Aito.

John McMahon

John was appointed to the Board of Wizz Air Holdings Plc, the FTSE250 airline, in February 2015.

John is the former CEO of Genesis Leasing, an aircraft leasing company, taking it to IPO in 2006 and merging it with AerCap Holdings in 2010. Prior to this, he spent nearly 25 years in general management and finance within the aviation industry, latterly co-founding and serving as Managing Director at Debis AirFinance. He has since embarked on a portfolio career, holding a number of NED roles including serving as Chairman of BNP Paribas Ireland.

John Wilson

John was appointed to the Board of Wizz Air Holdings Plc, the FTSE250 airline, in February 2015.

John is a Principal at private equity firm Indigo Partners, having formerly served for seven years at America West Airlines from 1997 to 2004 as Vice President of Financial Planning & Analysis. He previously served in a variety of financial roles at Northwest Airlines and General Electric.

Steve Johnson

Steve was appointed to the Board of Wizz Air Holdings Plc, the FTSE250 airline, in February 2015.

Steve is currently Executive VP of Corporate Affairs at American Airlines Group, and a former Partner at Indigo Partners. He previously spent seven years at America West Airlines, latterly also serving as Executive VP of Corporate Affairs, after initially joining their legal department. Prior to that, he held legal and general counsel roles at GE Capital Aviation Services and AerFi Group, after practicing as an Attorney at Bogle & Gates.

Thierry de Preux

Thierry was appointed to the Board of Wizz Air Holdings Plc, the FTSE250 airline, in February 2015.

Thierry is a former Senior Client Partner at Korn Ferry, leading the Swiss operations and specialising in Board search and consulting services. He began his career with Nestlé after completing his MBA from Harvard Business School, serving as a General Manager. He is the founder of the Swiss Board Members Forum, an association including Board members of the twenty largest companies on the Swiss Market Index.

Bill Franke

Bill was appointed as Chairman of Wizz Air Holdings Plc, the FTSE250 airline, in February 2015.

Bill has spent nearly 20 years in transportation-focused private equity and has been a pioneer internationally of the low-cost airline. He currently serves as Managing Partner of Indigo Partners, the firm he founded in 2002, and as such has held a number of NED and Chairmanships, including Chairman of Tiger Aviation and Spirit Airlines. Prior to moving into PE, he was Chairman and CEO of America West Airlines.

UTILITIES

Centrica Plc

Carlos Pascual

Carlos was appointed to the Board of Centrica Plc, the FTSE100 multinational utility business, in January 2015.

Carlos is a Fellow and Senior Research Scholar at the Centre on Global Energy Policy at Columbia University and Senior Vice President of Global Energy and International Affairs at IHS Inc. Between 2011 and 2014, he established and directed the US State Department's Energy Resource Bureau. He formerly acted as a Senior Adviser to the US Secretary of State on energy issues. He has also served as US Ambassador in Mexico and Ukraine.

Stephen (Steve) Charles Pusey

Steve was appointed to the Board of Centrica Plc, the FTSE100 utilities company, in April 2015.

Steve retired as Chief Technology Officer at Vodafone Group in 2015, after spending the entirety of his career within telecommunications. Prior to this, he spent nearly 25 years with Northern Telecom (and then Nortel Networks Corp), latterly serving as President of EMEA. He also serves on the Board of ARM Holdings Plc, the FTSE100 technology business, FireEye, the American cyber-security company, and GlobalLogic Inc., a software R&D services company.

Superlatives

Youngest Class of members (Index>Name>Company>Age)			
Current Index	Individual Name	Current Organisation Name	Age
FTSE250	Philip Mortstedt	CLS Holdings Plc	29
FTSE250	Neil Cochrane	Aldermore Group Plc	30
FTSE250	Matthias Chammard	Ibstock Plc	35
FTSE250	Nick Hartman	Auto Trader Group Plc	37
FTSE250	Andy Dawson	DFS Furniture Plc	37

Class of members joining largest companies by Mcap (Index>Name>Company>MCap)			
Current Index	Individual Name	Current Organisation Name	Market Cap
FTSE100	Judith Hartmann	Unilever Plc	93,366
FTSE100	Vittorio Colao	Unilever Plc	93,366
FTSE100	Nils Smedegaard Andersen	Unilever Plc	93,366
FTSE100	Pauline van der Meer Mohr	HSBC Holdings Plc	84,663
FTSE100	Irene Lee	HSBC Holdings Plc	84,663
FTSE100	Philip (Phil) David Ameen	HSBC Holdings Plc	84,663

Indeces

CEOs Index (Index>Name>Company)		
Current Index	Individual Name	Current Organisation Name
FTSE100	Val Rahmani	Aberdeen Asset Management Plc
FTSE100	Dr Uwe Krueger	Aggreko Plc
FTSE100	Myles Lee	Babcock International Group Plc
FTSE100	Andrew John Williams	Capita Plc
FTSE100	John Cresswell	Capita Plc
FTSE100	Olusola David-Borha	Coca-Cola HBC AG
FTSE100	Nelson Luiz Costa Silva	Compass Group Plc
FTSE100	Patrick (Pat) Kennedy	CRH Plc
FTSE100	Luiz Fernando Vendramini Fleury	Experian Plc
FTSE100	Urs Rohner	GlaxoSmithKline Plc
FTSE100	Pierre Bruno Bouchut	Hammerson Plc

FTSE100	Irene Lee	HSBC Holdings Plc
FTSE100	Pauline van der Meer Mohr	HSBC Holdings Plc
FTSE100	David Nish	London Stock Exchange Group Plc
FTSE100	The Hon. Mary Schapiro	London Stock Exchange Group Plc
FTSE100	Richard Solomons	Marks & Spencer Group Plc
FTSE100	Trudy Rautio	Merlin Entertainments Plc
FTSE100	Vassi Naidoo	Old Mutual Plc
FTSE100	David Law	Prudential Plc
FTSE100	Safiatou Françoise Ba-N'Daw	Randgold Resources Ltd
FTSE100	Christopher (Chris) A. Sinclair	Reckitt Benckiser Group Plc
FTSE100	Irene Dorner	Rolls-Royce Holdings Plc
FTSE100	David (Dave) R Beran	SABMiller Plc
FTSE100	Olivier Bohuon	Shire Plc
FTSE100	Sara Mathew	Shire Plc
FTSE100	Erik Engstrom	Smith & Nephew
FTSE100	Nils Smedegaard Andersen	Unilever Plc
FTSE100	Vittorio Colao	Unilever Plc
FTSE100	Doctor Mathias Christian Dopfner	Vodafone Group Plc
FTSE250	James (Doug) Douglas Bannister	3i Infrastructure Plc
FTSE250	Christopher Stamper	Aldermore Group Plc
FTSE250	Kevin Sharer	Allied Minds Plc
FTSE250	Chris Samuel	Alliance Trust Plc
FTSE250	Jerry Kent Masters	Amec Foster Wheeler Plc
FTSE250	Ed Williams	Auto Trader Group Plc
FTSE250	Victor Perry III	Auto Trader Group Plc
FTSE250	Stuart Doughty	Balfour Beatty Plc
FTSE250	David Ritchie	Barr Plc
FTSE250	Colin Maltby	BH Macro Ltd
FTSE250	Ralph Graham Findlay	Bovis Homes Group Plc
FTSE250	Barbara Rose Thoralfsson	Cable & Wireless Communications Plc
FTSE250	Brendan Paddick	Cable & Wireless Communications Plc
FTSE250	John Risley	Cable & Wireless Communications Plc
FTSE250	Thad York	Cable & Wireless Communications Plc

FTSE250	Keith Lough	Cairn Energy Plc
FTSE250	Peter Kallos	Cairn Energy Plc
FTSE250	Alicja Kornasiewicz	Cineworld Group Plc
FTSE250	Marvin Samson	Circassia Pharmaceuticals Plc
FTSE250	Birger Nergaard	Clarkson Plc
FTSE250	Philip Mortstedt	CLS Holdings Plc
FTSE250	Cyrus Jilla	Colt Group SA
FTSE250	Cilla Snowball	Derwent London Plc
FTSE250	Peter Ruis	Dunelm Group Plc
FTSE250	Tommy Breen	Essentra Plc
FTSE250	Simon Hayes	Finsbury Growth & Income Trust Plc
FTSE250	Gavin Slark	Galliford Try Plc
FTSE250	Robert Wilkinson	Grainger Plc
FTSE250	Edward Fitzmaurice	Hastings Group Holdings Plc
FTSE250	Pierre Lefèvre	Hastings Group Holdings Plc
FTSE250	John (Jay) F. Glick	Hunting Plc
FTSE250	June Felix	IG Group Holdings Plc
FTSE250	David J. Flaschen	Informa Plc
FTSE250	Jayne Almond	International Personal Finance Plc
FTSE250	John Mangelaars	International Personal Finance Plc
FTSE250	Elaine Sullivan	IP Group Plc
FTSE250	Guy Pigache	John Laing Group Plc
FTSE250	Stephen Melcher	Just Retirement Group Plc
FTSE250	Justin Atkinson	Kier Group Plc
FTSE250	Andrew James Milligan	Lancashire Holdings Ltd
FTSE250	Varda Shine	Lonmin Plc
FTSE250	John Michael Cryan	Man Group Plc
FTSE250	François Pauly	Regus Plc
FTSE250	Paul Lawrence	Shawbrook Group Plc
FTSE250	Robin Ashton	Shawbrook Group Plc
FTSE250	Peter Gyenes	Sophos Group Plc
FTSE250	Steve Munford	Sophos Group Plc
FTSE250	Danie Meintjes	Spire Healthcare Group Plc
FTSE250	Paul Anthony Forman	Tate & Lyle Plc
FTSE250	Lesley Sherratt	Temple Bar Investment Trust Plc

FTSE250	Guido Demuynck	Wizz Air Holdings Plc
FTSE250	John McMahon	Wizz Air Holdings Plc
FTSE250	Bill Franke	Wizz Air Holdings Plc
FTSE250	Dr. Scott Brown	Woodford Patient Capital Trust Plc
FTSE250	Steven Harris	Woodford Patient Capital Trust Plc
FTSE250	Vin Murria	Zoopla Property Group Plc

Female Index (Index>Name>Company)		
Current Index	Individual Name	Current Organisation Name
FTSE100	Val Rahmani	Aberdeen Asset Manahement Plc
FTSE100	Penelope (Penny) Jane James	Admiral Group Plc
FTSE100	Dr. Cornelia (Cori) Isabella Bargmann	AstraZeneca Plc
FTSE100	Belén Romana García	Aviva Plc
FTSE100	Alexandra Papalexopoulou-Benopoulou	Coca-Cola HBC AG
FTSE100	Olusola David-Borha	Coca-Cola HBC AG
FTSE100	Ireena Vittal	Compass Group Plc
FTSE100	Lucinda Jane Riches	CRH Plc
FTSE100	Jayne Styles	Hargreaves Lansdown Plc
FTSE100	Irene Lee	HSBC Holdings Plc
FTSE100	Pauline van der Meer Mohr	HSBC Holdings Plc
FTSE100	Anne M. Busquet	Intercontinental Hotels Group Plc
FTSE100	Deborah McWhinney	Lloyds Banking Group Plc
FTSE100	The Hon. Mary Schapiro	London Stock Exchange Group Plc
FTSE100	Trudy Rautio	Merlin Entertainments Plc
FTSE100	Dominique Reiniche	Mondi Plc
FTSE100	Rachel Kentleton	Persimmon Plc
FTSE100	Safiatou Françoise Ba-N'Daw	Randgold Resources Ltd
FTSE100	Marike van Lier Lels	RELX Plc
FTSE100	Irene Dorner	Rolls-Royce Holdings Plc
FTSE100	Rhian Davies	Schroders Plc
FTSE100	Sara Mathew	Shire Plc
FTSE100	Judith Hartmann	Unilever Plc
FTSE250	Wendy Dorman	3i Infrastructure Plc
FTSE250	Suzi Williams	AA Plc
FTSE250	Jill Easterbrook	Auto Trader Group Plc

FTSE250	Sarita Keen	Bluecrest AllBlue Fund Ltd
FTSE250	Elizabeth (Liz) Margaret Catchpole	Bwin.Party Digital Entertainment
FTSE250	Barbara Rose Thoralfsson	Cable & Wireless Communications Plc
FTSE250	Alicja Kornasiewicz	Cineworld Group Plc
FTSE250	Lota Zoth	Circassia Pharmaceuticals PLC
FTSE250	Sam Wren	City of London Investment Trust Plc
FTSE250	Jennifer Stonestreet Uhrig	Colt Group SA
FTSE250	Sharon Flood	Crest Nicholson Holdings Plc
FTSE250	Maria Juana Da Cunha	De La Rue Plc
FTSE250	Cilla Snowball	Derwent London Plc
FTSE250	Anne Thorburn	Diploma Plc
FTSE250	Deborah Gudgeon	Evraz Plc
FTSE250	Julia Chapman	GCP Infrastructure Investments Ltd
FTSE250	Kalpana Desai	Henderson Group Plc
FTSE250	Anne MacDonald	Hiscox Ltd
FTSE250	Lynn Carter	Hiscox Ltd
FTSE250	Annell R. Bay	Hunting Plc
FTSE250	June Felix	IG Group Holdings Plc
FTSE250	Professor Isobel Sharp	IMI Plc
FTSE250	Jayne Almond	International Personal Finance Plc
FTSE250	Dr. Elaine Sullivan	IP Group Plc
FTSE250	Heather Jackson	JD Sports Fashion Plc
FTSE250	Anna-Lena Magdalena Wetzel-Kamenetzky	Jimmy Choo Plc
FTSE250	Elisabeth Murdoch	Jimmy Choo Plc
FTSE250	Meribeth Parker	Jimmy Choo Plc
FTSE250	Anne Wade	John Laing Group Plc
FTSE250	Priscilla Davies	John Laing Group Plc
FTSE250	Kjersti Wiklund	Laird Plc
FTSE250	Varda Shine	Lonmin Plc
FTSE250	Karen Mary Geary	Micro Focus International
FTSE250	Claire Miles	Northgate Plc
FTSE250	Dr. Carol Bell	Ophir Energy Plc

FTSE250	Victoria Cochrane	Perpetual Income & Growth Investment Trust Plc
FTSE250	Maria Charlotta Ginman-Jones	Polar Capital Technology Trust Plc
FTSE250	Mary Barnard	Poundland Group Plc
FTSE250	Sarah Gentleman	Rathbone Brothers Plc
FTSE250	Kath Durrant	Renishaw Plc
FTSE250	Heike van de Kerkhof	RPC Group Plc
FTSE250	Sally-Ann Hibberd	Shawbrook Group Plc
FTSE250	Andrea Abt	SIG Plc
FTSE250	Sandra Bergeron	Sophos Group Plc
FTSE250	Caroline Johnstone	Synthomer Plc
FTSE250	Lesley Sherratt	Temple Bar Investment Trust Plc
FTSE250	Carol Sergeant	Tullett Prebon Plc
FTSE250	Jane Toogood	Victrex Plc
FTSE250	Geeta Gopalan	Virgin Money Holdings Plc
FTSE250	Catherine Bradley	WS Atkins Plc
FTSE250	Gretchen Watkins	WS Atkins Plc
FTSE250	Vin urria	Zoopla Property Group Plc

General Index (Index>Company>Name)		
Current Index	Current Organisation Name	Individual Name
FTSE100	3i Group Plc	Peter Grosch
FTSE100	Aberdeen Asset Manahement Plc	Val Rahmani
FTSE100	Admiral Group Plc	George Manning Rountree
FTSE100	Admiral Group Plc	Penelope (Penny) Jane James
FTSE100	Aggreko Plc	Doctor Uwe Krueger
FTSE100	AstraZeneca Plc	Dr. Cornelia (Cori) Isabella Bargmann
FTSE100	Aviva Plc	Belén García
FTSE100	Babcock International Group Plc	Myles Lee
FTSE100	BP Plc	Sir Robert John Sawers
FTSE100	British American Tobacco Plc	E Dimitri Panayotopoulos
FTSE100	British American Tobacco Plc	Pedro Sampaio Malan
FTSE100	Capita Plc	Andrew John Williams
FTSE100	Capita Plc	John Cresswell
FTSE100	Centrica Plc	Carlos Pascual
FTSE100	Centrica Plc	Stephen (Steve) Charles Pusey

FTSE100	Coca-Cola HBC AG	Alexandra Papalexopoulou-Benopoulou
FTSE100	Coca-Cola HBC AG	Olusola David-Borha
FTSE100	Compass Group Plc	Ireena Vittal
FTSE100	Compass Group Plc	Nelson Luiz Costa Silva
FTSE100	CRH Plc	Lucinda Jane Riches
FTSE100	CRH Plc	Patrick (Pat) Kennedy
FTSE100	DCC Plc	David Jukes
FTSE100	Experian Plc	Luiz Fernando Vendramini Fleury
FTSE100	GlaxoSmithKline Plc	Urs Rohner
FTSE100	Hammerson Plc	Pierre Bruno Bouchut
FTSE100	Hargreaves Lansdown Plc	Jayne Styles
FTSE100	HSBC Holdings Plc	Irene Lee
FTSE100	HSBC Holdings Plc	Pauline van der Meer Mohr
FTSE100	HSBC Holdings Plc	Philip (Phil) David Ameen
FTSE100	Intercontinental Hotels Group Plc	Anne M. Busquet
FTSE100	Intu Properties Plc	John Strachan
FTSE100	Johnson Matthey Plc	Dr Christopher (Chris) John Mottershead
FTSE100	Lloyds Banking Group Plc	Deborah McWhinney
FTSE100	London Stock Exchange Group Plc	David Nish
FTSE100	London Stock Exchange Group Plc	The Hon. Mary Schapiro
FTSE100	London Stock Exchange Group Plc	Professor Leonard Hoogduin
FTSE100	Marks & Spencer Group Plc	Richard Solomons
FTSE100	Merlin Entertainments Plc	Trudy Rautio
FTSE100	Mondi Plc	Dominique Reiniche
FTSE100	Old Mutual Plc	Vassi Naidoo
FTSE100	Persimmon Plc	Rachel Kentleton
FTSE100	Prudential Plc	David Law
FTSE100	Randgold Resources Ltd	Safiatou Françoise Ba-N'Daw
FTSE100	Reckitt Benckiser Group Plc	Christopher (Chris) A. Sinclair
FTSE100	RELX Plc	Marike van Lier Lels
FTSE100	Rolls-Royce Holdings Plc	Alan Davies
FTSE100	Rolls-Royce Holdings Plc	Irene Dorner
FTSE100	SABMiller Plc	David (Dave) R Beran
FTSE100	SABMiller Plc	Trevor Andrew Manuel
FTSE100	Sainsbury (J) Plc	David Keens

FTSE100	Schroders Plc	Rhian Davies
FTSE100	Shire Plc	Olivier Bohuon
FTSE100	Shire Plc	Sara Mathew
FTSE100	Sky Plc	John Nallen
FTSE100	Smith & Nephew	Erik Engstrom
FTSE100	Smith & Nephew Plc	Robin Freestone
FTSE100	Taylor Wimpey Plc	Humphrey Singer
FTSE100	Unilever Plc	Judith Hartmann
FTSE100	Unilever Plc	Nils Smedegaard Andersen
FTSE100	Unilever Plc	Vittorio Colao
FTSE100	Vodafone Group Plc	Dr Mathias Christian Dopfner
FTSE100	Weir Group Plc	Professor Sir James (Jim) Rufus McDonald
FTSE100	WM Morrison Supermarkets Plc	Irwin Lee
FTSE100	WorldPay Group Plc	James Brocklebank
FTSE100	WorldPay Group Plc	Robin Marshall
FTSE250	3i Infrastructure Plc	James (Doug) Douglas Bannister
FTSE250	3i Infrastructure Plc	Wendy Dorman
FTSE250	AA Plc	Suzi Williams
FTSE250	Aldermore Group Plc	Christopher Stamper
FTSE250	Aldermore Group Plc	John Hitchins
FTSE250	Aldermore Group Plc	Neil Cochrane
FTSE250	Aldermore Group Plc	Peter Cartwright
FTSE250	Aldermore Group Plc	Peter Shaw
FTSE250	Allied Minds Plc	Kevin Sharer
FTSE250	Alliance Trust Plc	Anthony Brooke
FTSE250	Alliance Trust Plc	Chris Samuel
FTSE250	Alliance Trust Plc	Rory Macnamara
FTSE250	Amec Foster Wheeler Plc	Jerry Kent Masters
FTSE250	Ashmore Group Plc	Clive Adamson
FTSE250	Auto Trader Group Plc	Ed Williams
FTSE250	Auto Trader Group Plc	Jill Easterbrook
FTSE250	Auto Trader Group Plc	NickHartman
FTSE250	Auto Trader Group Plc	Tom Hall
FTSE250	Auto Trader Group Plc	Victor Perry III
FTSE250	Balfour Beatty Plc	Steve Billingham
FTSE250	Balfour Beatty Plc	Stuart Doughty

FTSE250	Bankers Investment Trust Plc	Julian Chillingworth
FTSE250	Barr Plc	David Ritchie
FTSE250	BH Macro Ltd	Colin Maltby
FTSE250	Bluecrest AllBlue Fund Ltd	Sarita Keen
FTSE250	Bovis Homes Group Plc	Ralph Graham Findlay
FTSE250	Bwin.Party Digital Entertainment	Elizabeth (Liz) Margaret Catchpole
FTSE250	Cable & Wireless Communications Plc	Barbara Rose Thoralfsson
FTSE250	Cable & Wireless Communications Plc	Brendan Paddick
FTSE250	Cable & Wireless Communications Plc	John Risley
FTSE250	Cable & Wireless Communications Plc	Thad York
FTSE250	Cairn Energy Plc	Keith Lough
FTSE250	Cairn Energy Plc	Peter Kallos
FTSE250	Cineworld Group Plc	Alicja Kornasiewicz
FTSE250	Circassia Pharmaceuticals PLc	Lota Zoth
FTSE250	Circassia Pharmaceuticals PLc	Marvin Samson
FTSE250	City of London Investment Trust Plc	Sam Wren
FTSE250	Clarkson Plc	Birger Nergaard
FTSE250	CLS Holdings Plc	Philip Mortstedt
FTSE250	Cobham Plc	Alan George Semple
FTSE250	Colt Group SA	Lane MacDonald
FTSE250	Colt Group SA	Cyrus Jilla
FTSE250	Colt Group SA	Jennifer Stonestreet Uhrig
FTSE250	Crest Nichsolson Holdings Plc	Sharon Flood
FTSE250	Derwent London Plc	Cilla Snowball
FTSE250	DFS Furniture Plc	Andy Dawson
FTSE250	Dignity Plc	David Blackwood
FTSE250	Diploma Plc	Andrew (Andy) Patrick Smith
FTSE250	Diploma Plc	Anne Thorburn
FTSE250	Dunelm Group Plc	Peter Ruis
FTSE250	Dunelm Group Plc	William Reeve
FTSE250	Electrocomponents Plc	Bertrand Bodson
FTSE250	Essentra Plc	Tommy Breen

FTSE250	Evraz Plc	Deborah Gudgeon
FTSE250	F&C Commercial Property Trust Ltd	David Preston
FTSE250	F&C Commercial Property Trust Ltd	Peter Cornell
FTSE250	Finsbury Growth & Income Trust Plc	Simon Hayes
FTSE250	Galliford Try Plc	Gavin Slark
FTSE250	GCP Infrastructure Investments Ltd	Julia Chapman
FTSE250	GCP Infrastructure Investments Ltd	Michael Gray
FTSE250	Grainger Plc	Robert Wilkinson
FTSE250	Hammerson Plc	Andrew Formica
FTSE250	Hastings Group Holdings Plc	Edward Fitzmaurice
FTSE250	Hastings Group Holdings Plc	Michele Titi-Cappelli
FTSE250	Hastings Group Holdings Plc	Pierre Lefèvre
FTSE250	Hastings Group Holdings Plc	Richard Brewster
FTSE250	Hastings Group Holdings Plc	Sumit Rajpal
FTSE250	Hastings Group Holdings Plc	Thomas Colraine
FTSE250	Henderson Group Plc	Kalpana Desai
FTSE250	Hiscox Ltd	Anne MacDonald
FTSE250	Hiscox Ltd	Lynn Carter
FTSE250	Hunting Plc	Annell R. Bay
FTSE250	Hunting Plc	John (Jay) F. Glick
FTSE250	Ibstock Plc	Matthias Chammard
FTSE250	Ibstock Plc	Michel Plantevin
FTSE250	IG Group Holdings Plc	June Felix
FTSE250	Imagination Technologies Group Plc	Bert Nordberg
FTSE250	IMI Plc	Professor Isobel Sharp
FTSE250	Informa Plc	David J. Flaschen
FTSE250	Inmarsat Plc	Dr. Hamadoun Ibrahim Toure
FTSE250	Inmarsat Plc	Robert (Rob) Arnold Ruijter
FTSE250	International Personal Finance Plc	Jayne Almond
FTSE250	International Personal Finance Plc	John Mangelaars

FTSE250	IP Group Plc	Dr. Elaine Sullivan
FTSE250	JD Sports Fashion Plc	Heather Jackson
FTSE250	Jimmy Choo Plc	Anna-Lena Magdalena Wetzel-Kamenetzky
FTSE250	Jimmy Choo Plc	Elisabeth Murdoch
FTSE250	Jimmy Choo Plc	Meribeth Parker
FTSE250	John Laing Group Plc	Anne Wade
FTSE250	John Laing Group Plc	Guy Pigache
FTSE250	John Laing Group Plc	Nicholas Hiscock
FTSE250	John Laing Group Plc	Priscilla Davies
FTSE250	Just Eat Plc	Diego Oliva
FTSE250	Just Retirement Group Plc	Stephen Melcher
FTSE250	Kier Group Plc	Justin Atkinson
FTSE250	Laird Plc	Kjersti Wiklund
FTSE250	Lancashire Holdings Ltd	Andrew James Milligan
FTSE250	Law Debenture Corp Plc	Timothy Bond
FTSE250	Lonmin Plc	Varda Shine
FTSE250	Man Group Plc	John Michael Cryan
FTSE250	Mercantil Investment Trust Plc	Angus Gordon Lennox
FTSE250	Micro Focus International	Karen Mary Geary
FTSE250	National Express Group Plc	Matthew Crummack
FTSE250	National Express Group Plc	Michael McKeon
FTSE250	NCC Group Plc	Chris Batterham
FTSE250	Northgate Plc	Claire Miles
FTSE250	Ophir Energy Plc	Dr. Carol Bell
FTSE250	Perpetual Income & Growth Investment Trust Plc	Victoria Cochrane
FTSE250	Petrofac Ltd	Dr. Matthias Bichsel
FTSE250	Playtech Plc	Paul Hewitt
FTSE250	Polar Capital Technology Trust Plc	Maria Charlotta Ginman-Jones
FTSE250	Poundland Group Plc	Mary Barnard
FTSE250	Rathbone Brothers Plc	Sarah Gentleman
FTSE250	Redefine International Plc	Robert Orr
FTSE250	Regus Plc	François Pauly
FTSE250	Renishaw Plc	Kath Durrant
FTSE250	RPC Group Plc	Heike van de Kerkhof
FTSE250	Scottish Investments Trust Plc	Mick Brewis

FTSE250	Shawbrook Group Plc	Graham Alcock
FTSE250	Shawbrook Group Plc	Paul Lawrence
FTSE250	Shawbrook Group Plc	Robin Ashton
FTSE250	Shawbrook Group Plc	Roger Lovering
FTSE250	Shawbrook Group Plc	Sally-Ann Hibberd
FTSE250	SIG Plc	Andrea Abt
FTSE250	Sophos Group Plc	Ed Gillis
FTSE250	Sophos Group Plc	Peter Gyenes
FTSE250	Sophos Group Plc	Roy Mackenzie
FTSE250	Sophos Group Plc	Salim Nathoo
FTSE250	Sophos Group Plc	Sandra Bergeron
FTSE250	Sophos Group Plc	Steve Munford
FTSE250	Spectris Plc	Ulf Quellmann
FTSE250	Spire Healthcare Group Plc	Danie Meintjes
FTSE250	Synthomer Plc	Caroline Johnstone
FTSE250	Tate & Lyle Plc	Paul Anthony Forman
FTSE250	Temple Bar Investment Trust Plc	Lesley Sherratt
FTSE250	Tullett Prebon Plc	Carol Sergeant
FTSE250	Vectura Group Plc	Dr. Per-Olof Andersson
FTSE250	Vesuvius Plc	Hock Goh
FTSE250	Victrex Plc	Jane Toogood
FTSE250	Virgin Money Holdings Plc	Geeta Gopalan
FTSE250	Wizz Air Holdings Plc	Guido Demuynck
FTSE250	Wizz Air Holdings Plc	John McMahon
FTSE250	Wizz Air Holdings Plc	John Wilson
FTSE250	Wizz Air Holdings Plc	Stephen Johnson
FTSE250	Wizz Air Holdings Plc	Thierry de Preux
FTSE250	Wizz Air Holdings Plc	Bill Franke
FTSE250	Woodford Patient Capital Trust Plc	Dr. Scott Brown
FTSE250	Woodford Patient Capital Trust Plc	Steven Harris
FTSE250	WS Atkins Plc	Catherine Bradley
FTSE250	WS Atkins Plc	Gretchen Watkins
FTSE250	Zoopla Property Group Plc	Vin Murria

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