

The Class of 2016

New NEDs in the FTSE 350



FOREWORD

At the time I took on my first non-executive role on a FTSE 350 Board, Tony Blair was Prime Minister of the United Kingdom, Steve Jobs had not yet launched the iPhone, and most of us were blissfully unaware of terms such as sub-prime lending, securitisation and credit default swaps. It is hard to believe that the year was 2006, barely over a decade ago.

Bob Dylan told us that “times are a-changing” in 1964. But times are certainly changing faster now. From a corporate perspective, it is this speed of evolution – driven by economic, societal, political or technological developments – that keeps management teams and Boards up at night.

However, more often than not, what appear as sudden, unexpected changes are but an aggregate of gradual, incremental steps. It is when we do not spot the early “movements” and premonitory signs of change that we find ourselves dangerously exposed to something that, in hindsight, should have been visible to those who had paid attention.

As a Chief Executive and a Non-Executive Director I have always looked for those tools that could give me the “upper-hand” in dealing with the unknown and the unexpected. It is for this reason that I welcome The Class of report series published yearly by Korn Ferry. By analysing the small incremental changes occurring from one year to the next in the skills and backgrounds of each new generation of FTSE 350 Directors, and interpreting them in the context of the underlying trends of the past ten years, the Class of provides insight into how our Boards are evolving and, therefore, where companies and – by extension – societies are heading.

It may therefore appear that a representation of only 13% digitally-savvy NEDs within the broader Class of 2016 is a failure from Boards to add adequate tech and digital knowledge to their conversations. However, as that percentage is three times larger than the one registered in 2007, it becomes clear that Boards are keenly aware of the strategic importance of mastering innovation, and that technology is often regarded as both the greatest threat and opportunity for companies and their stakeholders. A similar commitment towards female appointments, which have steadily increased from a paltry 11% in 2007 to over one third of the total both this year and last, marks the continued advance of diversity that is reshuffling corporate hierarchies.

The accelerated increase in the appointment of NEDs with Chief Executive experience points to another meaningful development. As the stakeholder environment in which companies operate becomes increasingly complex, Nomination Committees seek to recruit Directors who are strategic and forward thinking. This seems to suggest that in tomorrow’s reality, disrupted by shifting consumer behaviours, political uncertainties and technology, the traditional drivers of success – a powerful brand, an established market presence, a happy customer base – will not be enough to guarantee corporate longevity, if not complemented by learning agility and nimble processes.

“Thinking the unthinkable” might be a paradox, and yet it is the responsibility of Chairs and their Boards to come as close as possible to that. Laying out a clear vision for what the future might bring but having the flexibility to react to the unforeseen is the essence of leadership. Anything that can therefore help Boards foster future thinking and engage in onward-looking conversations – like this publication – should be kept close at hand.

Adam A. Crozier

Senior Independent Director, Whitbread Plc
Former CEO, ITV Plc

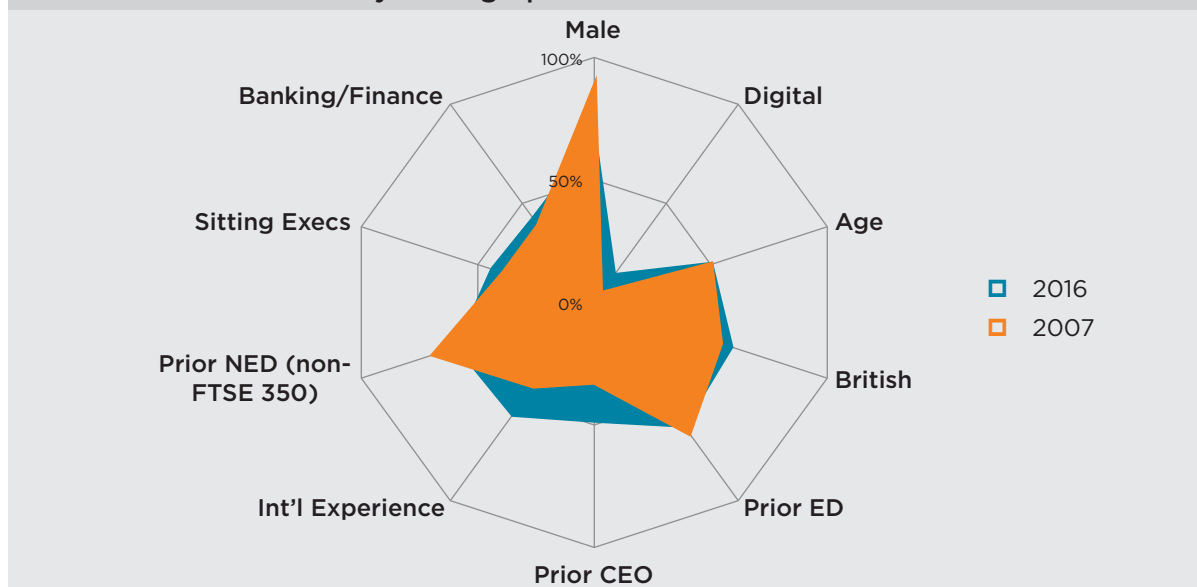
EXECUTIVE SUMMARY

We are pleased to introduce the Class of 2016, Korn Ferry's study of those Non-Executive Directors ("NEDs") who, for the first time in their careers, have been appointed to the Board of a FTSE 350 company. In its fifth year, our research focuses on the key demographics of the Class of 2016 members and draws on previous analysis to identify trends in the Boards of the UK's largest public companies.

One of the key themes of this year's report is the impact of the Brexit vote on the appointment of NEDs to the Boards of the FTSE 350. Our evidence suggests that the political uncertainty, complemented by an enduring climate of economic volatility, led Nomination Committees ("NomCos") to delay NED appointments in 2016. There were significantly fewer total NED appointments last year compared to previous years (341 in 2016 versus an average of 444 for each year in the 2007 - 2015 period). However, within this smaller group there was a greater percentage of NEDs who were joining a FTSE 350 Board for the first time than in the past (59% in 2016 compared to a 50% average for 2007 - 2015).

The composition of the Class of evolves gradually from year to year. 2016 saw a significant increase in the percentage of Class of members with a CEO background compared to 2015. However, when comparing the 2016 profiles to those of 2007, it is noticeable that Boards now are prioritising diversity, from both a gender and international perspective, in addition to digital expertise and CEO experience.

Figure 1
2007 vs. 2016 Class of key demographics



The Class of 2016 report is separated into two sections. The first will discuss the data to provide insight on recent developments impacting the selection of FTSE 350 NEDs. The second section includes short biographies of each member of the Class of 2016.

METHODOLOGY

Korn Ferry used secondary data sources, including Boardex, a third party independent database of Board Directors, LinkedIn and Korn Ferry's proprietary database, which contains over 8 million profiles of executive and non-executive professionals, in order to identify first-time FTSE 350 NED appointments in 2016 and assess their characteristics (including gender, age, professional background, nationality, international experience and digital expertise). We then compared the findings from 2016 to similar analyses from previous years.

Figures provided in this report are as of January 2017.

CONTRIBUTORS:

- Richard Emerton, Managing Partner, Board & CEO Services, EMEA
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CLASS OF 2016

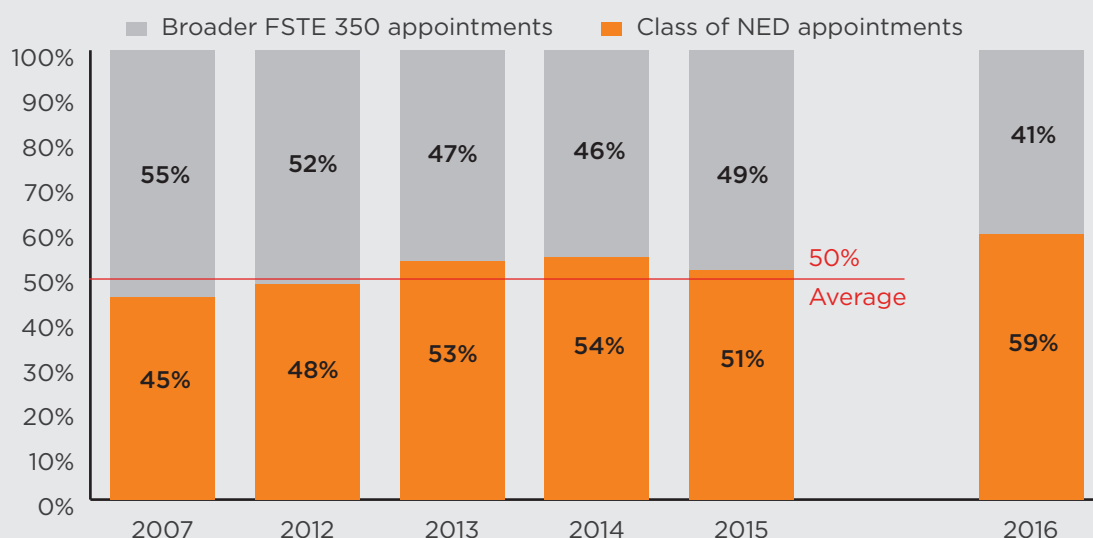
OVER 1 IN 2 NEDS APPOINTED ONTO A FTSE 350 BOARD IN 2016 IS A MEMBER OF THE CLASS OF 2016.

In 2016, FTSE 350 Boards appointed 341 NEDs compared to 425 in 2015 and an average of 444 in 2007 - 2015. One of the likely explanations for this significant drop is the Brexit vote and the subsequent political and economic uncertainty. Companies are likely to have delayed the appointment of new NEDs as they sought to understand and clarify the required skills for new Board members and Boards as a whole in a post-Brexit environment.

Interestingly, 203 NEDs – approximately 60% of those appointed to FTSE 350 Boards – are members of the Class of 2016. In percentage terms, this is a considerable increase from the 50% average registered in previous years.

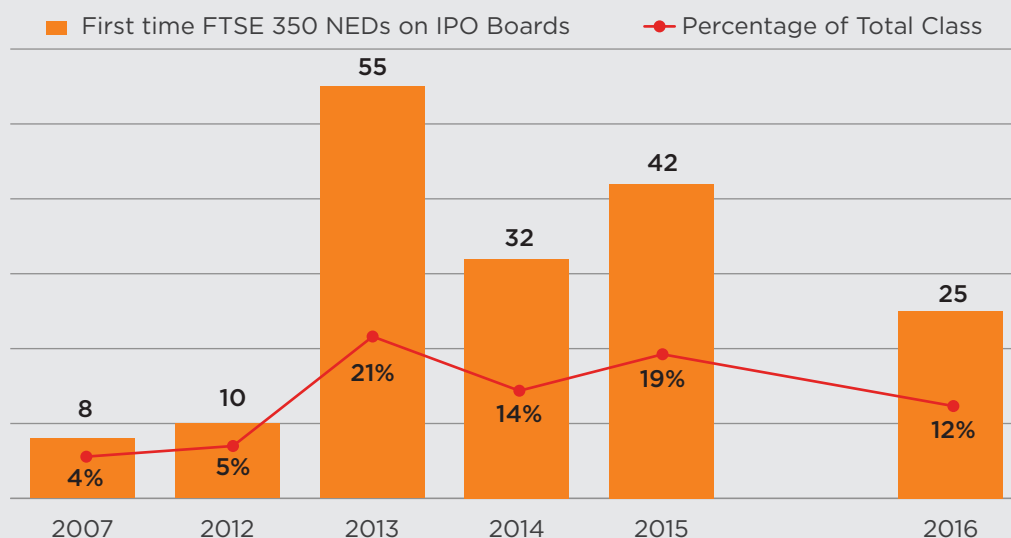
Figure 2

Composition of FTSE 350 NED Appointments



Another likely contributor to the reduction in overall NED appointments is the lower number of IPOs caused by investor caution in an unfavourable environment for listing. Specifically, in 2015 there were 92 IPOs on the London Stock Exchange with a combined value of £16.6bn, while in 2016 only 67 companies IPOed, achieving a valuation of £6.7bn. As a result, there were fewer NEDs being introduced to the FTSE 350 via the IPO route. From a Class of composition perspective, 25 members came from eight IPO companies compared to 42 from 10 companies in 2015.

Figure 3

Class of 2007 to 2016 & Class of members on IPO Boards**BEYOND GENDER DIVERSITY**

One third of the Class of 2016 is comprised of women. This is in line with last year's figure (34%), which lies ahead of the long-term average for the period 2007 - 2015 (32%), but below the short-term average for 2012 - 2015 (37%).

Within the entire FTSE 350 category, the percentage of women is 28%, indicating that there is a conscious effort to reach the 33% target by 2020 after the first target (i.e. 25% women on boards by 2015) was successfully reached by FTSE 100 companies. In July 2016, Unilever became the first FTSE 100 Board to achieve a gender balance of almost 50:50 (5 female NEDs on a Board of 11) with five FTSE 250 companies also having 50% women on their Boards (Electra Private Equity, Grainger, Halfords Group, Renewable Infrastructure Group and Woodford Patient Capital Trust)¹. As of June 2017, however, the number of FTSE 350 companies with 50% or more women on their Boards has dramatically increased. Within the FTSE 100, Micro Focus International and Admiral Group both have more than 50% women on their Boards (60% and 57% respectively) and five companies have a 50:50 gender ratio. There are also 16 FTSE 100 Boards with just one less woman than men. 57 companies in the FTSE 250 have 50% or more women on their Boards or just one less woman than men.

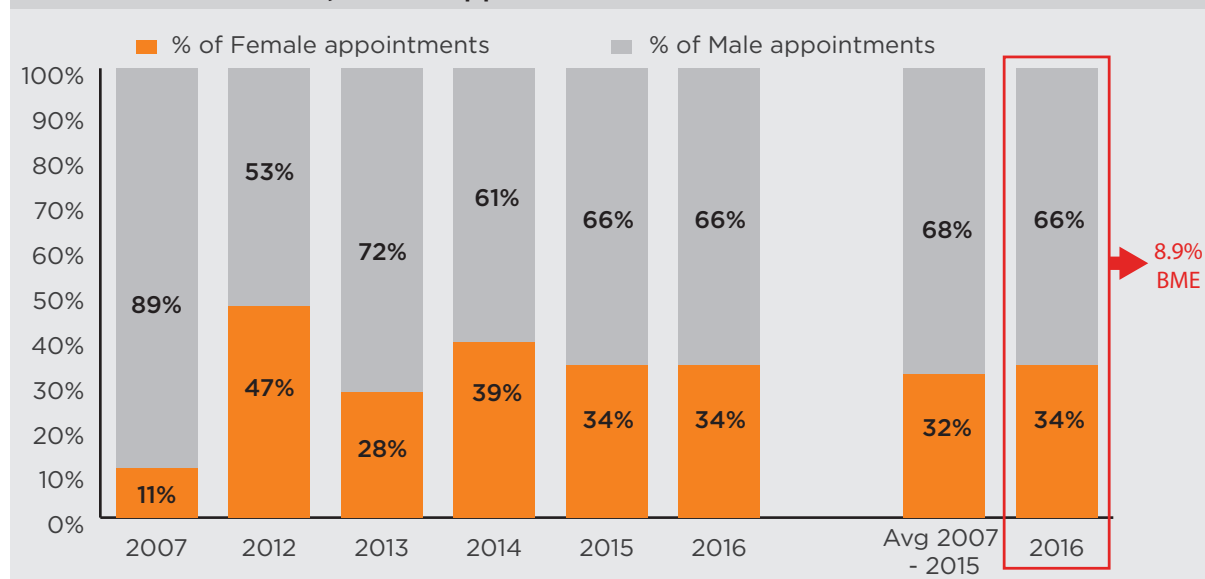
Some have commented that the push to recruit female Directors to Boards may have had the unintended consequence of "taking women out of the highest executive roles early" (Michelle Pinggera, Goldman Sachs)². This article mentions that female FTSE 100 NEDs are roughly five years younger than their male Board peers, primarily because the limited pool of female senior executives forces NomCos and Search Firms to look deeper into organisations for well qualified candidates. Anecdotally, this can encourage women to leave their executive career earlier, opting to develop a portfolio career instead.

¹ Cranfield University (2016), Women on Boards: FTSE 100 company has full gender balance for first time, press release number PR-SOM-16-40

² Harriet Agnew (2016), Push to recruit women on Boards drains companies of top talent, Financial Times

Greater attention has also turned to ethnic diversity on Boards, particularly following the 2016 Parker Review which highlights the lack of “people of colour” in UK Boardrooms. The paucity of black and ethnic minorities on British company Boards shows that, on average, Boards are not representative of the markets they operate in or the customers they serve. The Parker Review therefore goes on to propose a target for each FTSE 100 Board to have at least one Director of colour by 2021 and for each FTSE 250 Board to have at least one Director of colour by 2024. Of those within the Class of 2016, just 8.9% are of a Black, Minority or Ethnic group, including both UK and non-UK nationals.

Figure 4
Class of 2007 to 2016, female appointments



THE HUNT FOR THE dNED

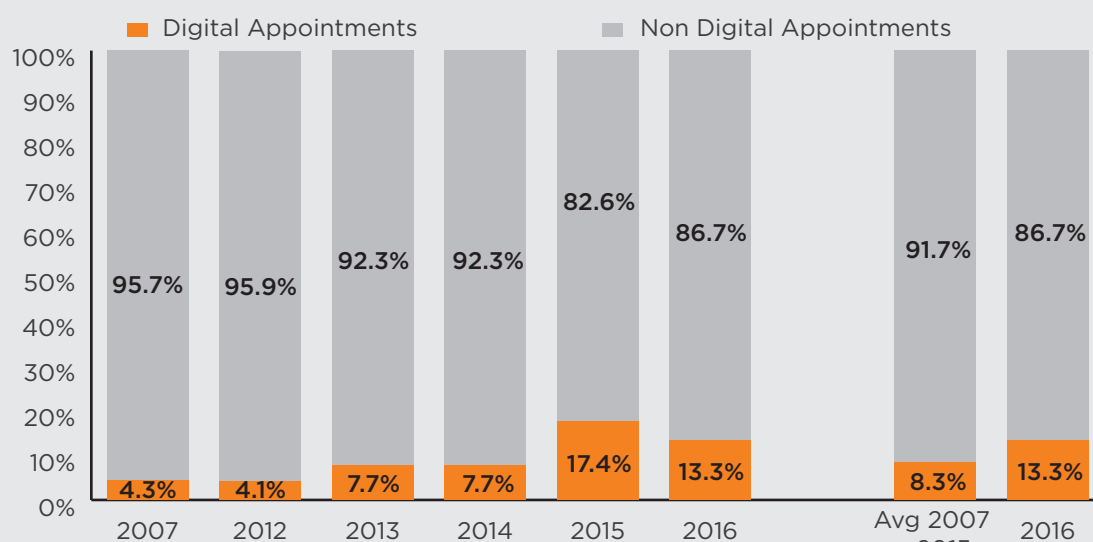
In the article “Your Next Board Member Should Be a Geek” published in the strategy+business magazine in 2016, the authors argue that in today’s environment a clear understanding of information technology at Board level should be as important as financial expertise³. To foster their claim, they quote an MIT study saying that digitally adept companies are, on average, up to 26% more profitable than their competitors.

It is therefore not surprising that the pursuit of the digital agenda marks one of the clearest trends in NED appointments over the last few years. The Class of 2016 is comprised of 13.3% NEDs with strong digital and technology understanding gained either in a pureplay digital company (such as Facebook or Google) or in a company highly exposed to the digital revolution (such as those in the retail, media or gaming sectors). This is the second highest such figure since we started our Class of analysis in 2012, albeit a decline from last year’s 17.4%. While it was unlikely to repeat last year’s performance, the 2016 double-digit figure is a clear indication of Boards’ commitment to improve their exposure to digital and tech trends.

³ Chunka Mui, Toby Redshaw and Olof Pripp (2016), Your Next Board Member should be a Geek, Strategy+Business.com

The Digital NED – or “dNED” – is a rare commodity. He/she needs to have current knowledge and exposure to digital trends while also being senior enough to contribute effectively at Board level⁴. As a consequence, those executives from the digital economy who prove effective as PLC Board members often find themselves with multiple offers to join Boards and are able to build a portfolio of Board positions in a relatively short period of time. While it becomes increasingly necessary to consider the appointment of a dNED or a Digital Advisor, Boards are becoming increasingly aware that technology has many different applications for the enterprise. Consequently, the specific background of potential dNEDs (i.e. e-commerce, cybersecurity, mobile, big data, etc.) is an area for NomCos to debate.

Figure 5
Class of 2007 to 2016, digital appointments



THE CEO ROUTE PROVIDES DIRECT ACCESS TO BOARD ROLES

Compared to previous years, the Class of 2016 has seen an increase in the percentage of NEDs with prior experience as a CEO, whether from a publicly listed organisation, a private company, or a significant subsidiary of a larger entity. Specifically, 97 of the 203 members of this year's Class of have CEO experience, equating to 48% of the entire Class. This is a significant increase from the 39% in the Class of 2015.

In many ways, this is not entirely surprising. When viewed across multiple years, the percentage of Class of members with CEO experience has been gradually increasing (32% in 2007, 37% in 2012 and 38% in 2013), albeit 2016 saw a much larger increase than in previous years. Furthermore, taken in the context of greater political and economic uncertainty, as previously mentioned, it appears sensible for Nomination Committees to appoint NEDs who bring strong strategic and operational skills.

⁴ Maxime Boersma (2015), Europe lacks non-execs with digital knowledge, Financial Times

A question that arises when executives transition to a non-executive career is how they will manage moving from a very hands-on role to a supervisory role. This concern is even greater when applied to CEOs, as they are accustomed to driving the business on a daily basis. It therefore becomes paramount for more experienced Board members, and particularly the Chair, to mentor the CEO/NED as he/she learns to operate in the non-executive role.

Looking more closely at the 97 CEOs from the Class of, approximately 40% have listed company experience – from FTSE 350, other PLC or foreign-listed entities. The remaining 60% is comprised of CEOs from the private or public sectors. This 40/60 split is in line with what we have seen in previous years, except for 2015, when the split was closer to an even 50:50.

Figure 6

Breakdown of those NEDs with CEO experience

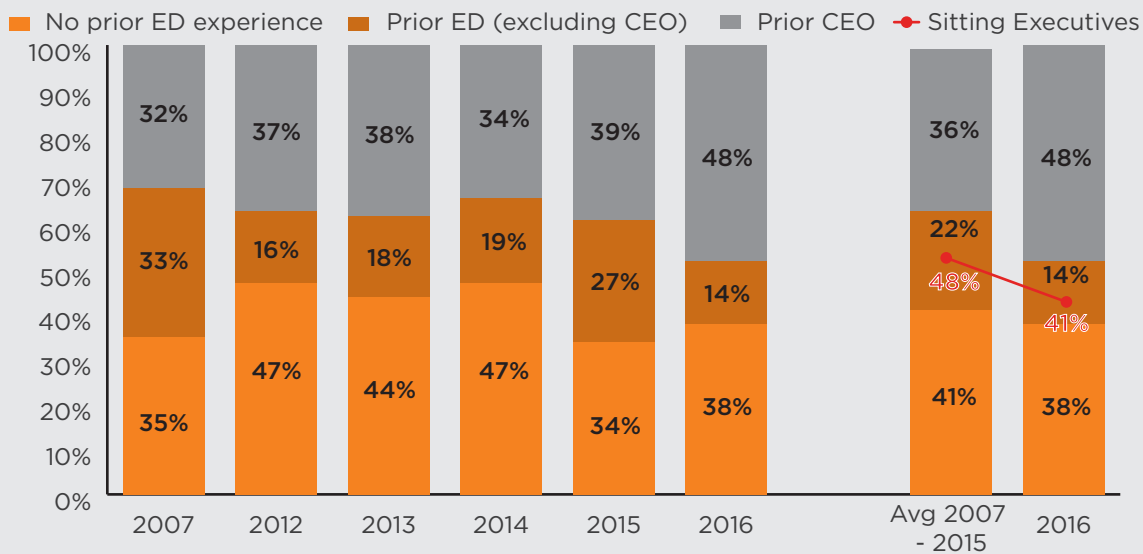
CEO EXPERIENCE	97	100%	
Previous CEO experience			
of which, FTSE 350	14	14.4%	41%
of which, Foreign listed	23	23.7%	
of which, Other Plc	3	3.1%	
of which, Private	34	35.1%	59%
of which, Public Sector/Non Profit	2	2.1%	
of which, Subsidiary/Division/Regional	21	21.6%	

One distinctive trait observed in this year's Class of is the increase in former CEOs running regional or divisional businesses within larger groups. In 2016, 21% of the CEO category fit into this sub-group compared with 8% in 2015. This appears to suggest that, in their effort to bring CEO-level insight into their Boardrooms, Nomination Committees are willing to extend their search beyond the Enterprise CEO figure and consider their direct reports who would have been likely to develop their strategic thinking and complex operational management competencies in significant P&L roles.

Two additional points are worth mentioning:

- 40 out of 97 CEOs from the Class of 2016 are sitting executives (41%). This is lower than the historical average of 48%;
- Of the 27 Digital NEDs in the Class, 17 are former CEOs. This shows that there is a distinct preference for the dNED to be a more rounded commercial executive rather than a pure "geek". This chimes with Korn Ferry's experience of recruiting dNEDs where an overriding consideration for NomCos is to appoint an individual who will be able to contribute across all areas of the Board's discussion, rather than a narrow subject matter expert.

Figure 7

Class of 2007 – 2016, executive and CEO appointments; sitting executives**EDS VS. NEDS**

Individuals who have been exposed to the workings of the Board, particularly as an executive, can more easily transition into a non-executive career and contribute to Board activities early on. This is particularly the case for publicly quoted company Boards whose level of formality in relation to Board meetings and procedures will be more easily understood when it has been experienced before as an executive.

Within the Class of 2016, therefore, there remains a high percentage of former and current Executive Directors and, despite the percentage drop from 2015 (62% vs. 66% in 2015), this figure is still higher than the average for the 2007 to 2015 period (58%).

It is also becoming clear that prior NED experience (either for a private, other LSE-listed or foreign-listed company) is increasingly losing its appeal as a “selling point” for prospective FTSE 350 NEDs. The percentage of the Class of 2012 members with prior NED experience was approximately 66%; this figure dropped to 63% in 2014, to 62% in 2015 and to 59% in 2016.

This seems to indicate that NomCos have a marked preference for appointing individuals who are familiar with the complexity of a listed organisation, even if that means lessening the requirement for prior non-executive experience.

THE LOCAL GLOBAL EXPERT

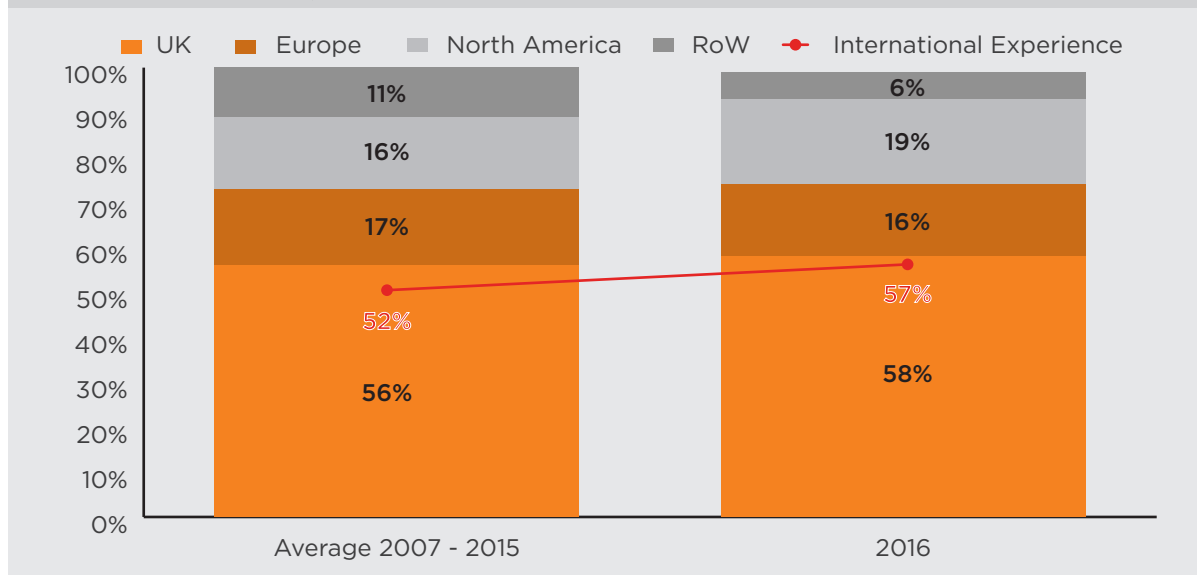
Adding international perspective to Boardrooms remains an important consideration for many NomCos. This is evidenced by the 57% of the Class of 2016 members who have led careers outside of their home country. This percentage is higher than the historical average of 52%, but lower than last year’s 63%. However, international experience should not be read as “non-British nationality”. On the contrary,

approximately 60% of these internationally-experienced Class of members were Britons.

Among the other nationalities, all were close to their historical average, with the exception of North Americans, whose representation increased from 16% to over 19%. The cultural and language similarities between the UK and North America certainly help when considering bringing a new Director to the Board, but it is also worth noting that the US is a popular market for UK firms to expand into and therefore having a NED from North America makes good business sense. Additionally, the relatively more robust US economy, compared to European and other geographies, over the past couple of years is likely to also have had an impact.

Figure 8

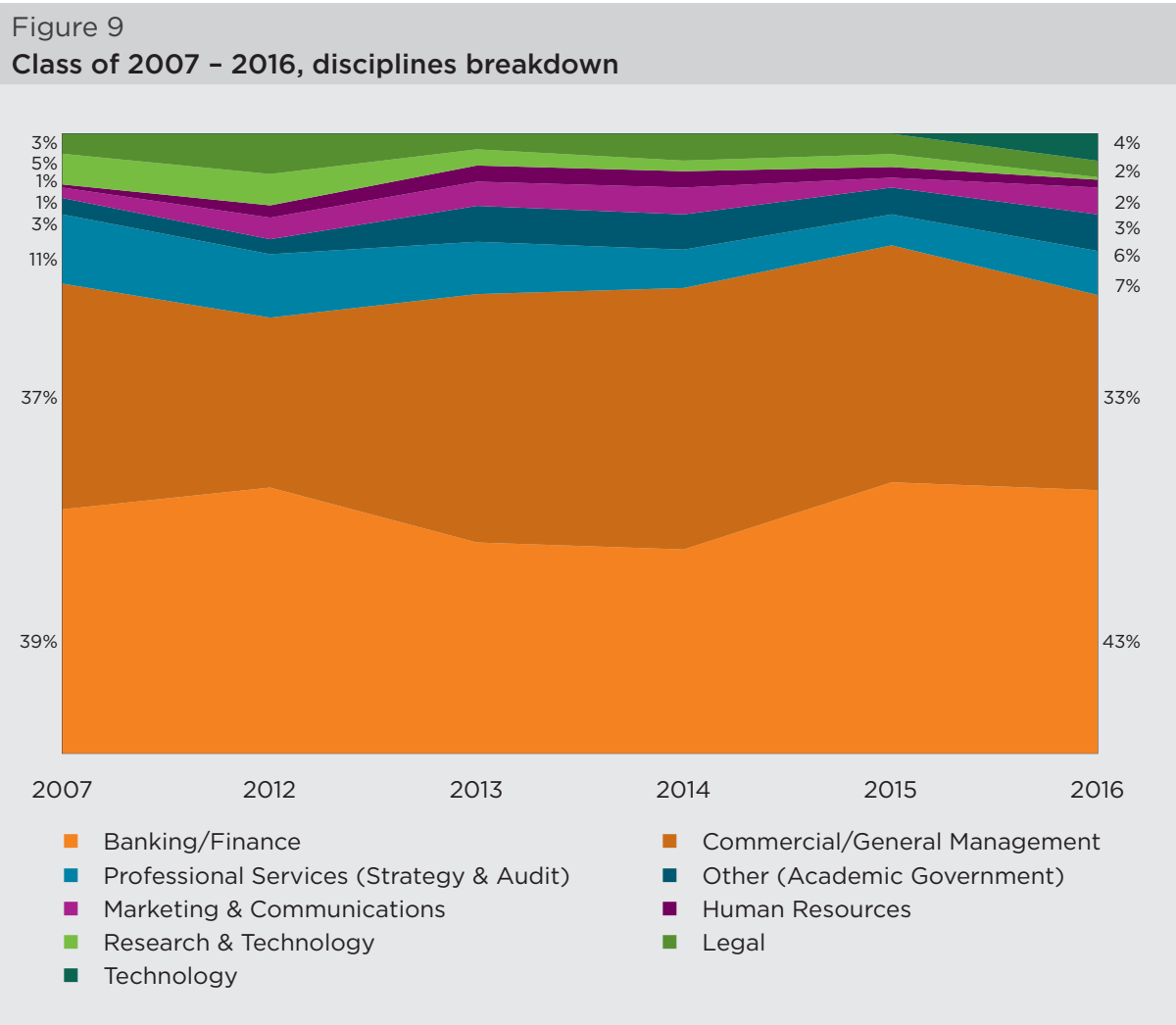
Class of 2007 – 2016, nationalities breakdown



BANKING/FINANCE REMAINS THE KING OF DISCIPLINES

The executive backgrounds of the NEDs of the Class of 2016 remain reasonably consistent with previous years. Banking/Finance continues to be the most sought after skill among FTSE 350 first-timers (43%). This is significantly higher than the second most popular discipline – Commercial/General Management (32%) – and it is higher than its historical average of 39%.

The Financial Services sector makes up a substantial percentage of the UK's labour market. This, coupled with corporate governance requirements for having financial experts on Audit Committees, makes it unsurprising that individuals with finance/banking backgrounds are the most represented within the Class of. It should be pointed out that the Commercial/General Management figure was partly affected by a change in methodology this year whereby we track "Technology" as a separate discipline (which included 8 Class of members (4%).



THOUGHTS ON THE FUTURE

Given the relatively low number of FTSE 350 appointments in 2016, we would expect an increase in NED recruitment figures in the course of the current year. This appears to be supported by an analysis of the appointed candidates within the first five months of 2017: 146 placements within the FTSE 350 category which, when annualised, suggests that approximately 350 NEDs will be brought onto Boards by the end of the year. As this figure remains lower than the historical average (444 NED appointments), it seems to indicate that the political and economic uncertainty exacerbated by events in 2016 continues to impact NomCo’s thinking.

The increased number of NED appointments seems to find further validity through the analysis conducted by PwC in Q1 2017 of London Stock Exchange IPO figures. The first quarter of this year registered 20 initial public offerings, potentially leading to a higher total number of IPOs by year end compared to 2016. A higher volume of IPOs will likely lead to more entrants into the FTSE 350 index and potentially more members of the Class of.

Watching how the Class of 2017 develops will be worthwhile in a time of increased volatility and market ambiguity. Some of the traits we would expect to observe in next year's Class of include:

- **Discipline background:** one additional consideration with regards to Brexit and its impact on Boards is that the growing regulatory challenges for companies operating in the UK and the EU will possibly drive an increase in appointments of NEDs with legal and regulatory backgrounds.
- **Digital and diversity:** As the digital agenda maintains momentum and diversity (including ethnicity) establishes itself as a key component of effective Boardrooms, search firms and Nomination Committees alike will need to continue to broaden their search capabilities. We will therefore expect that the numbers of BME and dNED appointments will increase in the near future.
- **CEOs:** As mentioned in the report, one of the key differentiating elements of the Class of 2016 compared to previous years is the high percentage (48%) of NEDs who are either former or sitting CEOs. It is difficult to predict whether this number will grow even further but the percentage of sitting CEOs (currently making up 41% the total CEOs in the Class of 2016) will probably reduce as a consequence of the increasing complexity of both executive and non-executive roles.

BIOGRAPHIES

AEROSPACE & DEFENCE

Lynn Brubaker, Non-Executive Director, Qinetiq Group Plc

- **Current/Most recent Executive role:** Advisor, Graham Partners LP
- **Prior Executive roles:** VP and General Manager, Commercial Aerospace, Honeywell International Inc; VP, America, Honeywell International Inc
- **Other current Board roles:** NED, Faro Technologies Inc; NED, Hexcel Corp; NED, The Nordam Group Inc

Brad Singer, Non-Executive Director, Rolls-Royce Holdings Plc

- **Current/Most recent Executive role:** Partner/COO, ValueAct Capital Partners LP
- **Prior Executive roles:** Senior EVP, CFO and Treasurer, Discovery Communications LLC; CFO and Treasurer, American Tower Corp

Susan Brennan, Non-Executive Director, Senior Plc

- **Current/Most recent Executive role:** EVP & COO, Bloom Energy Inc
- **Prior Executive roles:** VP, Manufacturing, Nissan North America Inc; Director, Global Manufacturing, Ford Motor Co

AUTOMOBILE & PARTS

Rachel Empey, Non-Executive Director, Inchcape Plc

- **Current/Most recent Executive role:** CFO, Strategy Director and Member of the Board, Telefonica Deutschland Holding AG
- **Prior Executive roles:** Joint Leader of the Board, General Manager of Operating Business, Telefonica Deutschland Holding AG; VP, Controlling, Telefonica Germany GmbH & Co. OHG;

BANKS

Chris Patrick, Non-Executive Director, Aldermore Bank Plc

- **Current/Most recent Executive role:** Partner, AnaCap Financial Partners LLP
- **Prior Executive roles:** Principal, AnaCap Financial Partners LLP; MD, Head of Principal Finance of European Structured Products, Lehman Brothers Ltd
- **Other current Board roles:** NED, Credoma AS.; NED, Equa Holdings Ltd

David Browne, Non-Executive Director, CYBG Plc

- **Current/Most recent Executive role:** MD, Pinnacle Partners Ltd LLC
- **Prior Executive roles:** Head of Group Funding & External Relations, Man Group Plc; MD, JP Morgan Asset Management
- **Other current Board roles:** NED, CYB Investments Ltd; NED, Clydesdale Bank Plc

Adrian Grace, Non-Executive Director, CYBG Plc and Chair of the Remuneration Committee, CYBG Plc

- **Current/Most recent Executive role:** CEO, Aegon UK Plc
- **Prior Executive roles:** MD, SME Banking, Lloyds TSB; CEO, Barclays Insurance Services Co
- **Other current Board roles:** NED, CYB Investments Ltd; NED, Clydesdale Bank Plc

Richard Gregory, (Former) Non-Executive Director, CYBG Plc

- **Current/Most recent Executive role:** MD, Yorkshire Television
- **Prior Executive roles:** Director of Broadcasting, Yorkshire Television; Chair, Granada Broadcast

Fiona MacLeod, Non-Executive Director, CYBG Plc

- **Current/Most recent Executive role:** CEO, Glendevon Leadership Ltd
- **Prior Executive roles:** President, Convenience Retail, USA and Latin America, BP Plc; Director European Efficiency, BP Plc; Chief of Staff, Global Downstream Oil, BP Plc; CEO, Northern European Gas, Power & Renewables, BP Plc
- **Other current Board roles:** SID, Sthree Plc; NED, CYB Investments Ltd; NED, Clydesdale Bank Plc; NED, Denholm Oilfield Services Ltd; NED

Teresa Robson-Capps, Non-Executive Director, CYBG Plc

- **Current/Most recent Executive role:** Deputy Head of Direct Bank and First Direct, HSBC Holdings Plc
- **Prior Executive roles:** Head of Strategy and Planning, Direct Bank and First Direct, HSBC Holdings Plc; General Manager/Head of Customer Telephone Services, HSBC Holdings Plc
- **Other current Board roles:** NED, Yorkshire Water Services Ltd; NED, Hasting Group Holdings Plc; Chairwoman, ACS Clothing Ltd

Jack Tai, Non-Executive Director, HSBC Holdings Plc

- **Current/Most recent Executive role:** Interim CEO, Brookstone Inc
- **Prior Executive roles:** CEO, DBS Bank Ltd; COO, DBS Bank Ltd
- **Other current Board roles:** NED, Eli Lilly & Co; NED, Koninklijke Philips NV; NED, MasterCard Inc

Gene Lockhart, Non-Executive Director & Chair of the Risk Committee, Metro Bank Plc

- **Current/Most recent Executive role:** Operating Partner, Diamond Castle Holdings LLC
- **Prior Executive roles:** CEO, New Power Holdings Inc; President, Consumer Services, AT&T Corp
- **Other current Board roles:** NED, Ingo Money Inc; Chairman, FactorTrust Inc; NED, Pay4Later Ltd; SID, Community Choice Financial Inc; NED, Huron Consulting Group Inc

Keith Carby, Non-Executive Director, Metro Bank Plc

- **Current/Most recent Executive role:** CEO, Caerus Capital Group Ltd
- **Prior Executive roles:** Executive Director, Sales, Millfield Group Plc; CEO, Inter-Alliance Group Plc
- **Other current Board roles:** Chairman, Foster Denovo Ltd

Roger Farah, Non-Executive Director, Metro Bank Plc

- **Current/Most recent Executive role:** Co-CEO, Tory Burch LLC
- **Prior Executive roles:** COO, Ralph Lauren Corp; CEP, Venator Group Inc;
- **Other current Board roles:** NED, Tiffany & Co; Director, Orvis Company Inc

Lord Howard Flight, Non-Executive Director & Chair of the Remuneration Committee, Metro Bank Plc

- **Current/Most recent Executive role:** President, Conservative City Circle
- **Prior Executive roles:** MP, UK House of Commons; Shadow Chief Secretary, UK Official Opposition Shadow Cabinet
- **Other current Board roles:** NED, Mercantile Ports & Logistics Ltd; Chairman, Aurora Investment Trust Plc; Chairman, Downing Four VCT Plc; Chairman, Flight & Partners Ltd; NED, Marechale Capital; Chairman, CIM Investment Management Ltd; NED, St Helens Capital Partners LLP; NED, Flights & Barr

Ben Gunn, Senior Independent Director, Metro Bank Plc

- **Current/Most recent Executive role:** CEO, Friends Provident Group Plc;
- **Prior Executive roles:** Managing Director, Retail Operations, Friends Provident Group Plc; Director, Corporate Pensions, Friends Provident Group Plc
- **Other current Board roles:** NED, Gunn Pub Company Ltd

Vernon Hill, Chairman, Metro Bank Plc

- **Current/Most recent Executive role:** CEO, Commerce Bankcorp Inc
- **Prior Executive roles:** CEO, Commerce Bankcorp NJ; CEO, Commerce Bankcorp Inc
- **Other current Board roles:** Chairman, Republic First Bankcorp Inc; Chairman, Petplan USA; Chairman, Hill Townsend Capital LLC

Sir Michael Snyder, Non-Executive Director, Metro Bank Plc

- **Current/Most recent Executive role:** Senior Partner, Kingston Smith
- **Prior Executive roles:** N/A
- **Other current Board roles:** Chairman, GLE Loan Finance Ltd; Member, City of London

Dr. Andrew Doman, Non-Executive Director, Onesavings Bank Plc

- **Current/Most recent Executive role:** CEO, Premium Credit Ltd
- **Prior Executive roles:** CEO, Russell Investment Group Inc; Founding Director and Head of UK Based European Asset Management Practice, McKinsey & Co Inc

Margaret Hassall, Non-Executive Director, Onesavings Bank Plc

- **Current/Most recent Executive role:** Head of Practice, Xceed Group Ltd
- **Prior Executive roles:** Interim CIO, The Co-Operative Bank Plc; COO, Global Business Solutions, Barclaycard; International CIO, Corporate Commercial and Investment Banking, Bank of America

Frank Dangeard, Non-executive Director, Royal Bank of Scotland Group Plc

- **Current/Most recent Executive role:** Managing Partner, Harcourt Investment Consulting AG
- **Prior Executive roles:** Chairman and CEO, Thomson SA; Deputy CEO, France Telecom; Chairman, SG Warburg France
- **Other current Board roles:** NED, RPX Corp; NED, Symantec Corp

Mike Rogers, Non-Executive Director, Royal Bank of Scotland Group Plc

- **Current/Most recent Executive role:** Group CEO, LV=
- **Prior Executive roles:** MD, Retail Banking, Barclays bank Plc

David Conner, Non-Executive Director and Chair of the Risk Committee, Standard Chartered Plc

- **Current/Most recent Executive role:** CEO, Oversea-Chinese Banking Corp
- **Prior Executive roles:** CEO, Citibank India; MD and Marketing Manager, Citibank Japan
- **Other current Board roles:** NED, Gaslog Ltd

José Viñals, Chairman and Chair of the Nomination Committee, Standard Chartered Plc

- **Current/Most recent Executive role:** Director of Markets, International Monetary Fund
- **Prior Executive roles:** Deputy Governor of Executive Commission, Banco de España SA
- **Other current Board roles:** NED, Spanish National Securities Market Commission

BEVERAGES

Susan Clark, Non-Executive Director, Britvic Plc

- **Current/Most recent Executive role:** MD of Europe, SABMiller Ltd
- **Prior Executive roles:** Director of Corporate Affairs, SABMiller Ltd; Director of Corporate Affairs, Railtrack Group Plc
- **Other current Board roles:** NED, Britvic Plc

Ahmet Bozer, Non-Executive Director, Coca-Cola HBC AG

- **Current/Most recent Executive role:** President, International, Coca-Cola Co
- **Prior Executive roles:** President, Eurasia and Africa Group, Coca-Cola Co; President, Russia, Ukraine and Belarus
- **Other current Board roles:** NED, Hepsiburada.com

William Douglas III, Non-Executive Director and Chair of the Audit Committee, Coca-Cola HBC AG

- **Current/Most recent Executive role:** Executive VP, Supply Chain, Coca-Cola European Partners Plc
- **Prior Executive roles:** Executive VP, CFO, Coca-Cola European Partners Plc; VP, Controller, Coca-Cola European Partners Plc
- **Other current Board roles:** NED, Siteone Landscape Supply Inc; NED, North Highland Co

Professor Reto Francioni, Senior Independent Director and Chair of the Nomination Committee, Coca-Cola HBC AG

- **Current/Most recent Executive role:** CEO, Deutsche Boerse AG; Professor of Applied Capital Markets Theory, University of Basel
- **Prior Executive roles:** Chairman and President, Swiss Stock Exchange (SWX) Group; Co-CEO, Consors AG; CEO, Consors Discount Broker; MD, Frankfurt Stock Exchange
- **Other current Board roles:** NED, UBS Group AG; Chairman, Swiss International Airlines AG; NED, MedTech Innovation Partners AG

Emma Walmsley, (Former) Non-Executive Director, Diageo Plc

- **Current/Most recent Executive role:** CEO, GlaxoSmithKline Plc
- **Prior Executive roles:** CEO, Consumer Healthcare Worldwide, GlaxoSmithKline Plc; General Manager, Consumer Products, L'Oréal (China) Co Ltd;

BUSINESS SERVICES

Nicola Brewer, Non-Executive Director, Aggreko Plc

- **Current/Most recent Executive role:** Founding Director, UK Foreign and Commonwealth Office
- **Prior Executive roles:** Commissioner, British High Commission, South Africa; CEO, Equality and Human Rights Commission (EHRC)

John Cresswell, Non-Executive Director and Chair of the Remuneration Committee, Capita Plc

- **Current/Most recent Executive role:** CEO, Arqiva Ltd
- **Prior Executive roles:** COO and Interim CEO, ITV Plc; COO and FD, ITV Plc

Sir Ian Powell, Chairman and Chair of the Nomination Committee, Capita Plc

- **Current/Most recent Executive role:** Chairman Senior Partner, PwC LLP
- **Prior Executive roles:** Senior Partner and Head of Advisory Business, PwC LLP

Simon Pryce, Non-Executive Director, Electrocomponents Plc

- **Current/Most recent Executive role:** CEO, BBA Aviation Plc
- **Prior Executive roles:** CEO, Diversified Businesses Group, GKN Plc; CFO, GKN Automotive Components Inc

Michelle Healy, Non-Executive Director, Pagegroup Plc

- **Current/Most recent Executive role:** Group Chief People Officer, ISS A/S
- **Prior Executive roles:** Director, Group Target Operating Model Programme, SABMiller Plc; General Manager, UK & Ireland, British American Tobacco UK Ltd

Tarek Farahat, Non-Executive Director, WPP Plc

- **Current/Most recent Executive role:** Global President, Marketing and Innovation, JBS SA
- **Prior Executive roles:** President of Selling & Market Operations, Latin America Procter & Gamble Co; President of Global Club, Cash & Carry Channel, Latin America, Procter & Gamble Co

CLOTHING, LEISURE AND PERSONAL PRODUCTS

Steven Sunnucks, Non-Executive Director, Supergroup Plc

- **Current/Most recent Executive role:** Global President, Gap Brand, GAP Inc
- **Prior Executive roles:** President, International, Gap Inc; President, Europe and International Strategic Alliances, GAP Inc

Beatrice Lafon, Non-Executive Director, Supergroup Plc

- **Current/Most recent Executive role:** CEO, Claires Stores Inc
- **Prior Executive roles:** N/President of Europe, Claires Stores Inc; CEO, TJ Hughes Ltd; CEO, Etam Group

CONSTRUCTION & BUILDING PRODUCTS

Federico Canciani, Non-Executive Director, Countryside Properties Plc

- **Current/Most recent Executive role:** MD, Oaktree Capital Management LP
- **Prior Executive roles:** Senior VP, Distressed and Value Opportunities, Oaktree Capital Management LP; VP, Distressed and Value Opportunities; Associate, MatlinPatterson Advisors Europe LLP

Jim Van Steenkiste, Non-Executive Director, Countryside Properties Plc

- **Current/Most recent Executive role:** MD, Oaktree Capital Management LP
- **Prior Executive roles:** Senior VP, Global and European Principal Investments;

Bill Teuber, Non-Executive Director, CRH Plc

- **Current/Most recent Executive role:** Senior Operating Principal, Bridge Growth Partners LLC
- **Prior Executive roles:** Vice Chairman and CFO, EMC Corp; CFO, EMC Corp; Partner, Coopers & Lybrand LLP
- **Other current Board roles:** NED, Accedian Networks Inc; NED, Inovalon Holdings Inc; SID, Popular Inc

Vincent Crowley, Non-Executive Director, Grafton Group Plc

- **Current/Most recent Executive role:** Group CEO, Independent News & Media Plc
- **Prior Executive roles:** Group COO, Independent News & Media Plc; CEO, Independent Newspapers (Ireland) Ltd
- **Other current Board roles:** NED, C&C Group Plc; Chairman, NewsBrands Ireland; NED, Inner City Enterprises Plc; Executive Chairman, Altas Investments Plc

Tracey Graham, Non-Executive Director, Ibstock Plc

- **Current/Most recent Executive role:** CEO, Talaris Ltd. (now Glory Global Solutions International Ltd.)
- **Prior Executive roles:** Managing Director, Cash Systems, De La Rue Plc; President, Sequoia Voting Systems Inc
- **Other current Board roles:** Chairman, Investment Funds Direct Ltd.; NED, ACAI Plc; NED, Link Scheme Ltd; NED, Royal London Mutual Insurance Society Ltd.

Lynn Minella, Non-Executive Director and Chair of the Remuneration Committee, Ibstock Plc

- **Current/Most recent Executive role:** Group HR Director, BAE Systems Plc
- **Prior Executive roles:** Senior VP, HR and Communications; Group VP, HR, International Business Machines (IBM) Group

Constance Baroudel, Non-Executive Director and Chair of the Remuneration Committee, Kier Group Plc

- **Current/Most recent Executive role:** Group Strategy Director, FirstGroup Plc
- **Prior Executive roles:** MD, Solutions, Comprising Security Products and Identity Systems, De La Rue Plc; Group Strategy Director, De La Rue Plc

Adam Walker, Non-Executive Director and Chair of the Audit Committee, Kier Group

- **Current/Most recent Executive role:** Group FD, GKN Plc
- **Prior Executive roles:** CEO, Land Systems, GKN Plc; Group FD, Informa Plc

Nigel Mills, Non- Executive Director, Persimmon Plc

- **Current/Most recent Executive role:** CEO, RBS Hoare Govett Ltd
- **Prior Executive roles:** Executive Director, Corporate Finance, RBS Hoare Govett Ltd; Investment Analyst, RBS Hoare Govett Ltd
- **Other current Board roles:** Senior Advisor, Citigroup Global Markets Inc

CONSUMER SERVICES**Roisin Donnelly**, Non- Executive Director, Just Eat Plc

- **Current/Most recent Executive role:** Director of Northern Europe, Procter & Gamble
- **Prior Executive roles:** Marketing Director, UK&I, Procter & Gamble; Marketing Director of North and South America and Cosmetics and Fragrances, Procter & Gamble

ELECTRONICS & ELECTRICAL EQUIPMENT**Nathalie Rachou**, Non- Executive Director, Laird Plc

- **Current/Most recent Executive role:** CEO, Topiary Finance Ltd
- **Prior Executive roles:** Deputy Director, Foreign Exchange and Exchange Options Worldwide, Banque Indosuez SA; Company Secretary, Banque Indosuez SA
- **Other current Board roles:** NED, Altran Technologies SA; NED, Veolia Environnement SA; NED, Société Générale SA; Senior Advisor, Rouvier Associés

ENGINEERING & MACHINERY

Patrick Larmon Non-Executive Director, Bodycote Plc

- **Current/Most recent Executive role:** CEO, North America, Bunzl Plc
- **Prior Executive roles:** CEO, Outsourcing Services, North America, Bunzl Plc; President of North America, Bunzl Plc
- **Other current Board roles:** NED, Hutting Building Products Inc

Carole Cran, Non-Executive Director and Chair of the Audit Committee, Halma Plc

- **Current/Most recent Executive role:** CFO, Aggreko Plc
- **Prior Executive roles:** Group FD, Aggreko Plc; Planning and Reporting Manager, BAE Systems Plc

Laurence Mulliez, Non-Executive Director, Morgan Advanced Materials Plc

- **Current/Most recent Executive role:** CEO, Eoxis UK.
- **Prior Executive roles:** CEO, Catrol Industrial Lubricants & Services, BP Plc; General Manager & Head of Strategy for Gas, Power and Renewable Energy, BP Plc
- **Other current Board roles:** NED, SBM Offshore NV; NED, UK Green Investment Bank Plc; Chairman, Voltalia SA; NED, Aperam SA

Helen Bunch, Non-Executive Director, Morgan Advanced Materials Plc

- **Current/Most recent Executive role:** MD, Wates Smartspace Ltd
- **Prior Executive roles:** MD, Wates Interiors & Retail, Wates Group; Group Strategy Director, Wates Group

FOOD & DRUG RETAILERS

- **Brian Cassin**, Non-Executive Director, J Sainsbury Plc
- **Current/Most recent Executive role:** CEO, Experian plc
- **Prior Executive roles:** CFO, Experian Plc; Co-Head of European Corporate Advisory, Greenhill & Co Inc

Rooney Anand, Non-Executive Director & Chair of Nomination, WM Morrison Supermarkets

- **Current/Most recent Executive role:** CEO, Greene King Plc
- **Prior Executive roles:** MD, Brewing & Brands, Greene King Plc; MD, UK Bakery, Hillshire Brands Co

Paula Vennells, Non-Executive Director, WM Morrison Supermarkets Plc

- **Current/Most recent Executive role:** CEO, Post Office Ltd.
- **Prior Executive roles:** Network Director, Post Office; Commercial Director, Whitbread Plc

FOOD PRODUCERS & PROCESSORS

Richard Reid, Non-Executive Director & Chair of Audit, Associated British Foods Plc

- **Current/Most recent Executive role:** Senior Partner & Head of High Growth Markets, KPMG
- **Prior Executive roles:** Chairman, UK, KPMG LLP

Lars Frederiksen, Non-Executive Director, Tate & Lyle

- **Current/Most recent Executive role:** CEO, CHR Hansen Holding
- **Prior Executive roles:** EVP, International Operations, CHR Hansen Holding; EVP, Bio Ingredients, CHR Hansen Holding
- **Other current Board roles:** NED, PAI Partners SAS; NED, Falck A/S; Chairman, MATAS A/S

Jeanne Johns, Non-Executive Director, Tate & Lyle

- **Current/Most recent Executive role:** Head of Safety & Operational Risk, Refining & Marketing, BP Plc
- **Prior Executive roles:** President, Asia Olefin & Derivatives Business, BP Plc; President, North America Natural Gas Liquids, BP Plc
- **Other current Board roles:** NED, Parsons Corp

Sybella Stanley, Non-Executive Director, Tate & Lyle

- **Current/Most recent Executive role:** Director, Corporate Finance, RELX Plc
- **Prior Executive roles:** Director, Corporate Finance & Investor Relations, Reed Elsevier Plc; Corporate Finance Officer, Baring Brothers & Co
- **Other current Board roles:** SID, Merchants Trust Plc

Strive Masiyiwa, Non-Executive Director, Unilever Plc

- **Current/Most recent Executive role:** Chairman, Econet Wireless International
- **Prior Executive roles:** CEO, Retrofit Inc; Senior Engineer, Posts & Telecommunications Corp
- **Other current Board roles:** Chairman, Associated Newspapers of Zimbabwe

GENERAL RETAILERS

Nicola Kinnaird, Non-Executive Director, Debenhams Plc

- **Current/Most recent Executive role:** President, Creative Director & Founder, Space NK Ltd
- **Other current Board roles:** NED, Colorescience Inc; NED, Danske Bank (NI) Ltd

Lisa Myers, Non-Executive Director, Debenhams Plc

- **Current/Most recent Executive role:** Partner, L Catterton Partners
- **Prior Executive roles:** EVP & Lead Portfolio Manager, Franklin Templeton Investments Corp; Lead Equity Portfolio Manager, Templeton Global Balanced Fund

Andy Rubin, Non-Executive Director, JD Sports Fashion Plc

- **Current/Most recent Executive role:** CEO, Pentland Group Plc
- **Prior Executive roles:** Marketing Director, Pentland Chaussures Ltd

Jonathan Bewes, Non-Executive Director, Next Plc

- **Current/Most recent Executive role:** Senior MD, UK Investment Banking, Bank of America Corp
- **Prior Executive roles:** Senior MD, Corporate Broking, UBS Group AG

Emma Lloyd, Non-Executive Director, Ocado Group Plc

- **Current/Most recent Executive role:** Director, Corporate Development, Sky Plc
- **Prior Executive roles:** Director, Business Development & Strategic Partnerships, Sky Plc; Business Development Director, Sky Plc

Nicolas Gheysens, Non-Executive Director, Pets at Home Group Plc

- **Current/Most recent Executive role:** Director, Private Equity, Paris, Kohlberg Kravis Roberts & Co LP
- **Prior Executive roles:** Various roles, Goldman Sachs SA

David Brayshaw, Non-Executive Director, Sports Direct International Plc

- **Current/Most recent Executive role:** Director, Debt Finance Origination, Barclays Bank Plc
- **Prior Executive roles:** Director, Loan Syndications, Barclays Capital Securities; Group Treasurer, Pilkington Plc

Steve Golsby, Non-Executive Director, Tesco Plc

- **Current/Most recent Executive role:** CEO, Mead Johnson Nutrition Co
- **Prior Executive roles:** President, International, Mead Johnson Nutrition Co; Division General Manager, Bristol Myers Squibb
- **Other current Board roles:** NED, Mead Johnson Nutrition Co; NED, RMA Group Co

Lindsey Pownall, Non-Executive Director, Tesco Plc

- **Current/Most recent Executive role:** CEO, Samworth Brothers Ltd
- **Prior Executive roles:** Director, Samworth Brothers Ltd
- **Other current Board roles:** NED, Meadow Foods Ltd

HEALTH

Rick Anderson, Non-Executive Director, Convatec Group Plc

- **Current/Most recent Executive role:** MD, PTV Healthcare Capital
- **Prior Executive roles:** MD, Pinto Technology Ventures; Group Chairman, Johnson & Johnson Medical
- **Other current Board roles:** NED, Apollo Endosurgery Inc; Chairman, Cardiva Medical

Jens Ovesen, Non-Executive Director & Chair of Audit, Convatec Group Plc

- **Current/Most recent Executive role:** Executive Chairman, Nokia Siemens Networks
- **Prior Executive roles:** CFO, TDC A/S; CFO, LEGO Group A/S
- **Other current Board roles:** NED, Sunrise Communications Group AG; NED, Lundbeck A/S; Deputy Chairman, Skandinaviska Enskilda Banken AB

Kunal Pandit, Non-Executive Director, Convatec Group Plc

- **Current/Most recent Executive role:** Partner, Avista Capital Partners
- **Prior Executive roles:** Principal, Avista Capital Partners; Executive, APriori Capital Partners LP
- **Other current Board roles:** NED, Acino Holding AG

Raj Shah, Non-Executive Director, Convatec Group Plc

- **Current/Most recent Executive role:** London Partner, Nordic Capital Ltd
- **Prior Executive roles:** Co-Head, Middle-East & Africa Healthcare Investment Banking, Goldman Sachs

Thomas Vetander, Non-Executive Director, Convatec Group Plc

- **Current/Most recent Executive role:** Principal, Nordic Capital Ltd
- **Prior Executive roles:** Management Consultant, McKinsey & Co
- **Other current Board roles:** Acino Holding AG

Edwin de la Harpe Hertzog, Chairman, Mediclinic International Plc

- **Current/Most recent Executive role:** Executive Chairman, Mediclinic International Ltd
- **Prior Executive roles:** Managing Director, Mediclinic International; Various roles, Remgro Ltd
- **Other current Board roles:** Co-Deputy Chairman, Remgro Ltd

Jannie Durand, Non-Executive Director, Mediclinic International Plc

- **Current/Most recent Executive role:** CEO, Remgro Ltd
- **Prior Executive roles:** Chief Investment Officer, Remgro Ltd; CEO, Venfin Ltd
- **Other current Board roles:** Deputy Chairman, RMB Holdings Ltd; Deputy Chairman, Rand Merchant Investment Holdings Ltd; Chairman, Distell Group Ltd; NED, Firststrand Ltd; Chairman, RCL Foods Ltd; NED, Capevin Holdings Ltd

Alan Grieve, Non-Executive Director, Mediclinic International Plc

- **Current/Most recent Executive role:** CEO, Reinet Investments Manager SA;
- **Prior Executive roles:** Director, Corporate Affairs, Compagnie Financiere Richemont SA; Company Secretary, Compagnie Financiere Richemont SA
- **Other current Board roles:** NED, Reinet Investments Manager SA

Nandi Mandela, Non-Executive Director, Mediclinic International Plc

- **Current/Most recent Executive role:** Co-Director, Linda Masinga & Associates
- **Prior Executive roles:** Various roles, Tongaat-Hullet Group & BP Plc
- **Other current Board roles:** NED, New National Assurance Co Ltd; NED & Founder Natholigugu Investments Ltd

Trevor Petersen, Non-Executive Director & Chair of Remuneration, Mediclinic International Plc

- **Current/Most recent Executive role:** Managing Partner, Cape Town, PricewaterhouseCoopers
- **Prior Executive roles:** Lecturer, Managerial Accounting & Finance, University of Cape Town
- **Other current Board roles:** Lead NED, Petmin Ltd; NED, Media24 Pty Ltd

Desmond Smith, Non-Executive Director & Chair of Audit, Mediclinic International Plc

- **Current/Most recent Executive role:** MD, RGA Reinsurance Co of South Africa
- **Prior Executive roles:** MD, Sanlam Ltd; President, Actuarial Society of South Africa
- **Other current Board roles:** Chairman, Sanlam Ltd; NED, Road Accident Fund (RAF)

Nancy Miller-Rich, Non-Executive Director, UDG Healthcare Plc

- **Current/Most recent Executive role:** SVP, Licensing, Merck & Co Inc
- **Prior Executive roles:** VP, New Ventures & Strategic Commercial Development, Merck & Co Inc

INSURANCE

Justine Roberts, Non-Executive Director, Admiral Group Plc

- **Current/Most recent Executive role:** CEO & Founder, Gransnet Ltd
- **Prior Executive roles:** CEO & Co-Founder, Mumsnet Ltd; Economist, S G Warburg & Co

Keith Williams, Non-Executive Director, Aviva Plc

- **Current/Most recent Executive role:** Executive Chairman, British Airways Plc
- **Prior Executive roles:** CFO, British Airways Plc; Head of Taxation, British Airways Plc
- **Other current Board roles:** Deputy Chairman, John Lewis Partnership

Christine LaSala, Non-Executive Director, Beazley Plc

- **Current/Most recent Executive role:** Global Head of Client, Willis Towers Watson Plc
- **Prior Executive roles:** CEO, WTC Captive Insurance Co; MD, Marsh LLC

John Sauerland, Non-Executive Director, Beazley Plc

- **Current/Most recent Executive role:** CFO, Progressive Corp
- **Prior Executive roles:** President, Personal Lines Group, Progressive Corp; President, Direct Business Group, Progressive Corp

Bob Stuchbery, Non-Executive Director, Beazley Plc

- **Current/Most recent Executive role:** President, International Operations, Handover Insurance Group Inc
- **Prior Executive roles:** CEO, Chaucer Holdings Ltd; Chief Underwriting Officer, Chaucer Holdings Plc

Alison Burns, Non-Executive Director, Beazley Plc

- **Current/Most recent Executive role:** MD, Aviva Health Insurance
- **Prior Executive roles:** CEO, Aviva Ireland; Director, Bancassurance, Santander UK

Adam Keswick, Non-Executive Director, Jardine Lloyd Thompson Group Plc

- **Current/Most recent Executive role:** ED, Jardine Matheson Holdings Ltd
- **Prior Executive roles:** Group MD, Jardine Cycle & Carriage Ltd; Group Strategy Director, Jardine Cycle & Carriage Ltd
- **Other current Board roles:** NED, Rothschild & Co; Chairman, Matheson & Co Ltd; NED, Ferrari NV; NED, Dairy Farm International Holdings Ltd; NED, Hong Kong Land Holdings; NED, Mandarin Oriental International Ltd

Michael Dawson, Non-Executive Director, Lancashire Holdings Ltd

- **Current/Most recent Executive role:** Active Underwriter, Chaucer Syndicates Ltd
- **Prior Executive roles:** Head of Energy, Chaucer Syndicates; CEO, Goshawk Insurance Holdings
- **Other current Board roles:** NED, Pool Reinsurance (Nuclear) Ltd

Rob Lusardi, Non-Executive Director, Lancashire Holdings Ltd

- **Current/Most recent Executive role:** CEO, PremieRe Holdings LLC
- **Prior Executive roles:** CEO, White Mountains Capital Inc; CEO, Financial Products & Services, XL Group Ltd

Wendy Mayall, Non-Executive Director, Phoenix Group Holdings

- **Current/Most recent Executive role:** Chief Investment Officer, LV=
- **Prior Executive roles:** Head of Strategy, Stamford Associates; Chief Investment Officer, Unilever UK Pension Fund Trustees

John Pollock, Non-Executive Director, Phoenix Group Holdings

- **Current/Most recent Executive role:** CEO, Assurance Society, Legal & General Group Plc
- **Prior Executive roles:** CEO, Partnership Services, Legal & General Group Plc; Group Director, Product & Corporate, Legal & General Group Plc

Nick Shott, Non-Executive Director, RSA Insurance Group Plc

- **Current/Most recent Executive role:** Operating Partner, Advent International
- **Prior Executive roles:** CEO, Baloise-Holding AG; CEO, Switzerland Corporate Division, Baloise-Holding AG
- **Other current Board roles:** Chairman, Basler Securitas Insurance Co Ltd; NED, Prevo-System AG

Bridget McIntyre, Non-Executive Director, Saga Plc

- **Current/Most recent Executive role:** CEO, UK, RSA Insurance Group Plc
- **Prior Executive roles:** Director, Sales & Marketing, Norwich Union Plc; FD, Long Term Savings, Norwich Union Plc.
- **Other current Board roles:** NED, Adnams Plc

INVESTMENT COMPANIES

Clare Dobie, Non-Executive Director, Alliance Trust Plc

- **Current/Most recent Executive role:** Executive Director, Braxted Marketing Measures Ltd
- **Prior Executive roles:** Group Head of Marketing, Global Asset Management Ltd; Head of Marketing & Risk Management, Blackrock Advisors UK.
- **Other current Board roles:** SID, Aberdeen New Thai Investment Trust Plc; NED, Schroder UK Mid Cap Fund Plc; NED, F&C Capital & Income Investment Trust Plc

John Le Poidevin, Non-Executive Director, BH Macro Ltd

- **Current/Most recent Executive role:** Audit Partner, BDO LLP
- **Prior Executive roles:** Partner & Head of Consumer Markets, BDO LLP
- **Other current Board roles:** NED, Specialist Investment Properties Plc; NED, International Public Partnerships Ltd; NED, AUB Investment Finds PCC Ltd; NED, Stride Gaming Plc; SID, Market Tech Holdings Ltd; NED, AUB Pan Asian Investment Fund; NED, Jumpman Gaming; NED, Safecharge International Group Ltd

Paul Goodson, Non-Executive Director, Electra Private Equity Plc

- **Current/Most recent Executive role:** MD & Co-Head of Private Equity, Equistone Partners Europe Ltd
- **Prior Executive roles:** Director, 3i Group Plc

David Lis, Non-Executive Director, Electra Private Equity Plc

- **Current/Most recent Executive role:** Chief Investment Officer, Equities & Multi-Assets, Aviva Investors
- **Prior Executive roles:** Head of Equities, Aviva Investors; Head of Investor Relations, Ludgate Communications Ltd
- **Other current Board roles:** NED, BCA Marketplace Plc; NED, Melrose Industries Plc

John Ford, Non-Executive Director, Fidelity China Special Situations Plc

- **Current/Most recent Executive role:** Chief Investment Officer, Fidelity Worldwide Investment Ltd
- **Prior Executive roles:** Chief Investment Officer, Asia Pacific, Fidelity Worldwide Investment; Head of Distribution, Asia Pacific, Schroders Plc

Vera Wei, Non-Executive Director, Fidelity China Special Situations Plc

- **Current/Most recent Executive role:** CEO & Founder, Slian Culture & Education Exchange Ltd
- **Prior Executive roles:** MD, Greenwoods Asset Management Ltd; Vice General Manager, Ping An Asset Management Co Ltd

Edward Knapp, Non-Executive Director, Foreign & Colonial Investment Trust Plc

- **Current/Most recent Executive role:** COO, Barclays Bank Plc
- **Prior Executive roles:** Strategy Consultant, Mckinsey & Co

Simon Holden, Non-Executive Director, HICL Infrastructure Co Ltd

- **Current/Most recent Executive role:** Associate Director, Terra Firma Capital Partners
- **Prior Executive roles:** Investment Manager, Caledonia Investments Plc
- **Other current Board roles:** NED, Change Capital Partners LLP; NED, Jamesco 750 Ltd; NED, Permira Advisers; NED, Market Mettle Ltd

Ken Reid, Non-Executive Director, HICL Infrastructure Co Ltd

- **Current/Most recent Executive role:** Executive Director, Concessions, Civil Engineering, Bilfinger SE
- **Prior Executive roles:** MD, Worldwide Concessions & PPP Business, Bilfinger SE
- **Other current Board roles:** NED, Sicon Ltd; NED, SISK Group

Nadia Manzoor, Non-Executive Director, JPMorgan American Investment Trust Plc

- **Current/Most recent Executive role:** Partner & Head of Business Development & General Counsel, S W Mitchell Capital LLP
- **Prior Executive roles:** Corporate Associate, Slaughter & May LLP

Alexandra Mackesy, Non-Executive Director, Murray International Trust Plc

- **Current/Most recent Executive role:** Editor, Walkopedia Ltd
- **Prior Executive roles:** Head of Hong Kong & China Research, Credit Suisse First Boston; Director of Asian Equity Research, JPMorgan & Co Inc
- **Other current Board roles:** NED, Schroder Asian Total Return Investment Company Plc; NED, Scottish Oriental Smaller Companies Trust Plc

Mahnaz Akbary-Safa, Non-Executive Director, P2P Global Investments Plc

- **Current/Most recent Executive role:** Head of Markets, Europe & America, Australia & New Zealand Banking Group Ltd
- **Prior Executive roles:** MD, Corporate & Investment Banking EMEA, Citigroup Inc; Co-Head of Debt Capital Markets, Corporate & Public Sector, EMEA, UBS Investment Bank

Jean Sharp, Non-Executive Director, Personal Assets Trust Plc

- **Current/Most recent Executive role:** Chief Tax Officer, Aviva Plc
- **Prior Executive roles:** Chief Tax Officer, CGNU Plc; Partner, Ernst & Young LLP

Ken Ryan, Non-Executive Director, Riverstone Energy Ltd

- **Current/Most recent Executive role:** Partner, Riverstone Holdings LLC
- **Prior Executive roles:** MD & Co-Head of Investment Banking, Gleacher & Company Inc; Co-Founder, UCTX Ltd

Jeremy Thompson, Non-Executive Director, Riverstone Energy Ltd

- **Current/Most recent Executive role:** CEO, Autonomous Business, Cable & Wireless Plc
- **Prior Executive roles:** CEO, XDG Plc
- **Other current Board roles:** SID, DP Aircraft I Ltd

Patrick Maxwell, Non-Executive Director, Scottish Mortgage Investment Trust Plc

- **Current/Most recent Executive role:** Professor of Physics, University of Cambridge School of Clinical Medicine
- **Prior Executive roles:** Director of Medicine, University College London; Professor of Nephrology, Imperial College London
- **Other current Board roles:** NED, Cambridge University Health Partners; NED, GMEC Management Company Ltd; NED, ReOx Ltd

David Graham, Non-Executive Director, Templeton Emerging Markets Investment Trust Plc

- **Current/Most recent Executive role:** Head of Family Offices, Charities & Endowments Business EMEA, Blackrock Inc
- **Prior Executive roles:** Partner, Dalton Strategic Partnership LLP; Asia Investment Manager, Lazard & Co
- **Other current Board roles:** NED, JPMorgan Chinese Investment Trust Plc

Carolyn Dobson, Non-Executive Director, Woodford Patient Capital Trust Plc

- **Current/Most recent Executive role:** Head of UK Equities, Abbey Asset Manager
- **Prior Executive roles:** Head of Investments Trusts, Murray Johnstone
- **Other current Board roles:** Chairman, Blackrock Latin American Investment Trust Plc; Chairman, Schroder UK Growth Fund Plc; NED, Woodford Patient Capital Trust Plc; Chairwoman, Brunner Investment Trust Plc; Chairman, JPMorgan European Smaller Companies Trust Plc; Chairman, Aberdeen Smaller Companies Income Trust Plc

Alan Hodson, Non-Executive Director, Woodford Patient Capital Trust Plc

- **Current/Most recent Executive role:** Partner, Mill Street Asset Management LLP
- **Prior Executive roles:** Head of Asian Equities, SBC Warburg; Global Head of Equities, UBS Investment Bank
- **Other current Board roles:** SID, JPMorgan Elect Plc; NED, Harbourvest Global Private Equity Ltd

LEISURE & HOTELS

Helen Deeble, Non-Executive Director, Carnival Plc

- **Current/Most recent Executive role:** CEO, P&O Ferries Ltd
- **Prior Executive roles:** COO, P&O Ferries Ltd; Director of Finance, Stena Line UK Ltd

Karl Diacono, Non-Executive Director & Chair of Remuneration, GVC Holdings Plc

- **Current/Most recent Executive role:** MD, Impetus Europe Consulting Group
- **Prior Executive roles:** CEO, Fenlex Corporate Services Ltd

Lee Feldman, Chairman, GVC Holdings Plc

- **Current/Most recent Executive role:** Managing Partner, Twin Lakes Capital LLC
- **Prior Executive roles:** Partner, Softbank Capital Partners (SBCP) LP; VP, Corporate Development, Ziff Davis Inc
- **Other current Board roles:** NED, Pacifichealth Laboratories Inc

Peter Isola, Non-Executive Director, GVC Holdings Plc

- **Current/Most recent Executive role:** Senior Partner, ISOLAS Gibraltar Lawyers
- **Prior Executive roles:** Managing Partner, ISOLAS Gibraltar Lawyers; President, Gibraltar Chamber of Commerce
- **Other current Board roles:** Chairman, Fiduciary Management Ltd

Stephen Morana, Non-Executive Director, GVC Holdings Plc

- **Current/Most recent Executive role:** Group Chief Financial Officer, ZPG Plc
- **Prior Executive roles:** CFO, Betfair Group Plc; Head of UK Finance Team, Sapient Inc
- **Other current Board roles:** NED, Satellite Solutions Worldwide Group Plc; NED, Boohoo.com Plc

Norbert Teufelberger, Non-Executive Director, GVC Holdings Plc

- **Current/Most recent Executive role:** CEO, BWIN.Party Digital Entertainment Plc
- **Prior Executive roles:** Co-CEO, BWIN.Party Digital Entertainment Plc; CFO, Century Casinos Inc

Emilio Saracho Rodriguez de Torres, Non-Executive Director, International Consolidated Airlines Group SA

- **Current/Most recent Executive role:** Vice Chairman, JPMorgan Chase & Co
- **Prior Executive roles:** Deputy CEO, EMEA, JPMorgan; Head of European Investment Banking Business, JPMorgan Chase & Co
- **Other current Board roles:** Chairman, Banco Popular Espanol SA; NED, Inditex - Industria de Diseno Textil SA

Stevie Spring, Non-Executive Director & Chair of Remuneration, Ladbrokes Coral Group Plc

- **Current/Most recent Executive role:** CEO, Future Plc
- **Prior Executive roles:** CEO, UK, Clear Channel Communications Inc; MD, UK, Young & Rubicam Inc
- **Other current Board roles:** NED, Co-Operative Group Ltd

Rob Templeman, Non-Executive Director, Ladbrokes Coral Group Plc

- **Current/Most recent Executive role:** Executive Chairman, RAC Group Plc
- **Prior Executive roles:** CEO, Debenhams Plc, CEO, Homebase Ltd

Rachel Chiang, Non-Executive Director, Merlin Entertainment Plc

- **Current/Most recent Executive role:** Managing Partner, Asia, Pacific Alliance Equity Partners
- **Prior Executive roles:** ED, Goodbaby International Holdings Ltd; VP & Co-Founder, AIG China Retail Fund
- **Other current Board roles:** NED, Pacific Century Premium Developments Ltd; NED, Goodbaby International Holdings Ltd; NED, Sands China Ltd

Daniel Desbaillets, Non-Executive Director, Millenium & Copthorne Hotels Plc

- **Current/Most recent Executive role:** MD, TCC Holding Co Ltd
- **Prior Executive roles:** COO, Fullerton Hotel; COO, Asia Pacific, Millennium & Copthorne International Ltd
- **Other current Board roles:** Chairman, Salad Stop Pte Ltd; NED, D2D Asia Pacific Pte Ltd

Keith Browne, Non-Executive Director, Mitchells & Butlers Plc

- **Current/Most recent Executive role:** Head of Corporate Finance, KPMG Ireland
- **Prior Executive roles:** Partner, Corporate Finance, KPMG Ireland

David Coplin, Non-Executive Director, Mitchells & Butlers Plc

- **Current/Most recent Executive role:** Chief Envisioning Officer, Microsoft UK
- **Prior Executive roles:** Senior Engagement Manager, Strategy Consulting, Microsoft Ltd; Director, Architecture & Research, KPMG

Graham Clemett, Non-Executive Director & Chair of Audit, Restaurant Group Plc

- **Current/Most recent Executive role:** CFO, Workspace Group Plc
- **Prior Executive roles:** FD, Corporate Banking, Royal Bank of Scotland Plc; Group Financial Controller, Reuters Group Plc

Mike Tye, Non-Executive Director & Chair of Remuneration, Restaurant Group Plc

- **Current/Most recent Executive role:** CEO, Spirit Pub Company Plc
- **Prior Executive roles:** MD, Managed Estate, Spirit Group Ltd; MD, Premier Inn, Whitbread Plc
- **Other current Board roles:** Chairman, Moto Hospitality Ltd

Wolfgang Flintermann, Non-Executive Director, TUI AG

- **Current/Most recent Executive role:** Director, Financial Accounting Group, TUI AG
- **Prior Executive roles:** Manager, Finance & Controlling, Magic Life GmbH & Co KG;
- **Other current Board roles:** Chairman, Moto Hospitality Ltd

Christopher Kennedy, Non-Executive Director, Whitbread Plc

- **Current/Most recent Executive role:** CFO, ARM Holdings Plc
- **Prior Executive roles:** CFO, Easyjet Plc; President, EMI Music, EMI Group Ltd Wioletta Rosowska, Non-Executive Director, Wizz Air Holdings Plc
- **Current/Most recent Executive role:** CEO, Poland, L'Oreal SA
- **Prior Executive roles:** ED, E-Commerce, FMCG Coffee & Retail, Tchibo GmbH; General Director, Poland, Tchibo GmbH

LIFE ASSURANCE

Philip Broadley, Non-Executive Director & Chair of Audit, Legal & General Group Plc

- **Current/Most recent Executive role:** GFD, Old Mutual Plc
- **Prior Executive roles:** GFD, Prudential Plc; Partner, Arthur Andersen
- **Other current Board roles:** NED, AstraZeneca Plc; NED, Glaziers Hall; NED, Takeover Panel (UK)

Sir John Kingman, Chairman, Legal & General Group Plc

- **Current/Most recent Executive role:** Permanent Secretary, Ministerial & Communication, UK HM Treasury
- **Prior Executive roles:** Global Co-Head, Financial Institutions Group, NM Rothschild & Sons Ltd; MD, Finance & Treasury, UK HM Treasury
- **Other current Board roles:** Chairman, UK Research & Innovation

John Devine, Non-Executive Director, Standard Life Plc

- **Current/Most recent Executive role:** COO, Threadneedle Investment Services Ltd
- **Prior Executive roles:** SVP & Head of Global Operations & Technology, Merrill Lynch & Co Inc; CFO, Global Markets & Investment Banking, New York, Merrill Lynch & Co Inc
- **Other current Board roles:** NED, GE Capital International Holdings Ltd; NED, Euroclear Plc

MEDIA & ENTERTAINMENT

Gillian Kent, Non-Executive Director, Ascential Plc

- **Current/Most recent Executive role:** CEO, Skadoosh Ltd
- **Prior Executive roles:** CEO, Propertyfinder.co.uk; MD, MSN UK, Microsoft Ltd
- **Other current Board roles:** NED, Mothercare Plc; NED, Nahl Group Plc; NED, Pendragon Plc

David Pemsel, (Former) Non-Executive Director, Ascential Plc

- **Current/Most recent Executive role:** CEO, Guardian Media Group Plc
- **Prior Executive roles:** Chief Commercial Officer, Guardian News & Media Ltd; Marketing Director, ITV Plc

Jeni Mundy, Non-Executive Director, Auto Trader Group Plc

- **Current/Most recent Executive role:** Group Enterprise Product Management Director, Vodafone Group Plc
- **Prior Executive roles:** Director of Sales, Northern Europe; Vodafone Group Plc; Chief Technology Officer, Vodafone UK

R Scott Lawrence, Non-Executive Director, Entertainment Once Ltd

- **Current/Most recent Executive role:** MD & Head of Fundamental Equities, Canada Pension Plan Investment Board
- **Prior Executive roles:** Senior Principal, Infrastructure Investing Group, Canada Pension Plan Investment Board; Senior Associate, Onex Corp
- **Other current Board roles:** NED, Torc Oil & Gas Ltd

Anna Manz, Non-Executive Director, ITV Plc

- **Current/Most recent Executive role:** GFD, Johnson Matthey Plc
- **Prior Executive roles:** Group Strategy Director, Diageo Plc; FD, Asia, Diageo Plc

Sidney Taurel, Chairman, Pearson Plc

- **Current/Most recent Executive role:** Chairman & CEO, Eli Lilly & Co
- **Prior Executive roles:** COO, Eli Lilly & Co; President, Pharmaceutical Division, Eli Lilly & Co
- **Other current Board roles:** NED, International Business Machines (IBM) Corp

Lincoln Wallen, Non-Executive Director, Pearson Plc

- **Current/Most recent Executive role:** Chief Technology Officer, Dreamworks Animation SKG Inc
- **Prior Executive roles:** Head of Animation Technology, Dreamworks Animation SKG Inc; Chief Technical Officer, Mobile Services, Electronic Arts Inc

Carol Mills, Non-Executive Director, RELX Plc

- **Current/Most recent Executive role:** General Manager, Infrastructure Products Group, Juniper Networks Inc
- **Prior Executive roles:** CEO, Acta Technology Inc; GM, Enterprise System Division, HP Inc
- **Other current Board roles:** NED, Zynga Inc; Chairman, Xactly Corp

Katrin Wehr-Seiter, Non-Executive Director, Sky Plc

- **Current/Most recent Executive role:** MD, BIP Investment Partners SA
- **Prior Executive roles:** Senior Advisor, Bridgepoint Capital SA; Principal, Permira Germany
- **Other current Board roles:** NED, SES SA; SBS Broadcasting SA; NED, Lifebrain AG

Katryn Blake, Non-Executive Director, UBM Plc

- **Current/Most recent Executive role:** CEO, Vistaprint, Cimpres NV
- **Prior Executive roles:** Chief Customer Officer, Cimpres NV; President, North America, Cimpres NV

David Wei, Non-Executive Director, UBM Plc

- **Current/Most recent Executive role:** CEO, Alibaba.com
- **Prior Executive roles:** President, B2B, Alibaba.com; President, B&Q China
- **Other current Board roles:** NED, JNBY Design Ltd; NED, Zall Group Ltd; NED, Leju Holdings Ltd; NED, PCCW Ltd

Kevin Beatty, Non-Executive Director, ZPG Plc

- **Current/Most recent Executive role:** ED, Daily Mail & General Trust Plc
- **Prior Executive roles:** MD, Northcliffe Media Ltd; COO, Associated New Media
- **Other current Board roles:** NED, JNBY Design Ltd; NED, Zall Group Ltd; NED, Leju Holdings Ltd; NED, PCCW Ltd

MINING

Francisca Castro Fones, Non-Executive Director, Antofagasta Plc

- **Current/Most recent Executive role:** EVP, Strategic Business, Codelco
- **Prior Executive roles:** Branch Manager, Codelco; Director General, Chilean Ministry of Public Works

Ken MacKenzie, Non-Executive Director, BHP Billiton Plc

- **Current/Most recent Executive role:** CEO, Amcor Ltd
- **Prior Executive roles:** MD, Amcor Rentsch & Closures, Amcor Ltd; GM, Amcor Flexibles Australasia, Amcor Ltd

Alberto Celorio, Non-Executive Director, Fresnillo Plc

- **Current/Most recent Executive role:** CEO, Mancera Ernst & Young
- **Prior Executive roles:** Managing Partner, Mancera SC; President, Mexican Institute of Public Accountants

Eileen Kamerick, Non-Executive Director, Hochschild Mining Plc

- **Current/Most recent Executive role:** CFO, ConnectWise Inc
- **Prior Executive roles:** CFO, Press Ganey Associates Inc; MD/CFO, Houlihan Lokey Inc
- **Other current Board roles:** NED, Legg Mason Inc; NED, Associated Bank Corp

Michael Rawlinson, Non-Executive Director, Hochschild Mining Plc

- **Current/Most recent Executive role:** Global Co-Head Metals & Mining, Barclays Plc
- **Prior Executive roles:** Executive Director, Liberum Capital Ltd; MD, JP Morgan Cazenove Ltd

Ravi Rajagopal, Non-Executive Director, Vedanta Resources Plc

- **Current/Most recent Executive role:** Global Head of Business Development, Diageo Capital Plc
- **Prior Executive roles:** Group Controller; Diageo Capital Plc; Regional Finance, Diageo Capital Plc

OIL & GAS

George Pierson, Non-Executive Director, Petrofac Ltd

- **Current/Most recent Executive role:** CEO, Kleinfelder Inc
- **Prior Executive roles:** Division CEO, Professional Services, Engineering & Design, Balfour Beatty Plc; CEO, Parsons Brinckerhoff Inc
- **Other current Board roles:** NED, RailWorks Corp; NED, Terracon Consultants Inc

Jane Sadowsky, (Former) Non-Executive Director, Petrofac Ltd

- **Current/Most recent Executive role:** Managing Partner, Gardener Advisory LLC
- **Prior Executive roles:** Division Senior MD, Corporate Advisory, Evercore Partners Inc; MD, North America Power Investment Banking, Citigroup Inc
- **Other current Board roles:** NED, Yamana Gold Inc; NED, NYISO

Jacqui Ferguson, Non-Executive Director, Wood Group Plc

- **Current/Most recent Executive role:** CEO, HP Enterprises Services Ltd UK
- **Prior Executive roles:** Chief of Staff for Meg Whitman, Hewlett-Packard Ltd

Richard Howson, Non-Executive Director, Wood Group Plc

- **Current/Most recent Executive role:** CEO, Carillion Plc
- **Prior Executive roles:** COO, Carillion Plc; MD, UK Building and Middle East, Carillion Plc

PHARMACEUTICALS & BIOTECHNOLOGY

Graham Hetherington, Non-Executive Director, BTG Plc

- **Current/Most recent Executive role:** CFO, Shire Plc
- **Prior Executive roles:** CFO, Bacardi Ltd; CFO, Allied Domecq Plc

Lawson Macartney, Non-Executive Director, Dechra Pharmaceuticals Plc

- **Current/Most recent Executive role:** CFO, Chloride Group Plc
- **Prior Executive roles:** Financial Planning, Treasury and Control, Excel Plc
- **Other current Board roles:** NED, Directa Plus Plc; SID, Trifast Plc

Lysanne Gray, Non-Executive Director & Chair of Audit, Genus Plc

- **Current/Most recent Executive role:** Regional Chief Auditor, Middle East, USA, Unilever Plc
- **Prior Executive roles:** Division CFO, Global Food Service Business, Unilever Plc; VP Analytics, Unilever Plc

Jesse Goodman, Non-Executive Director, GlaxoSmithKline Plc

- **Current/Most recent Executive role:** Chief Scientist, US Food and Drug Administration
- **Prior Executive roles:** Deputy Commissioner, Science and Public Health; Director, Center for Biologics Evaluation and Research

John Castellani, Non-Executive Director, Hikma Pharmaceuticals Plc

- **Current/Most recent Executive role:** CFO, Chloride Group Plc
- **Prior Executive roles:** Financial Planning, Treasury and Control, Excel Plc
- **Other current Board roles:** NED, Directa Plus Plc; SID, Trifast Plc

Jochen Gann, Non-Executive Director, Hikma Pharmaceuticals Plc

- **Current/Most recent Executive role:** Corporate VP/Treasurer, Boehringer Ingelheim GmbH
- **Prior Executive roles:** Head of Treasury, BASF Personal Care and Nutrition GmbH; MD, Degussa Bank Gm
- **Other current Board roles:** NED, Directa Plus Plc; SID, Trifast Plc

Gail Fosler, Non-Executive Director, Shire Plc

- **Current/Most recent Executive role:** President, GailFosler Group LLC
- **Prior Executive roles:** Executive VP & Chief Economist, Conference Board Inc; Senior VP, Conference Board Inc
- **Other current Board roles:** Advisory Board Member, ReliaMax Surety Company

Albert Stroucken, Non-Executive Director, Shire Plc

- **Current/Most recent Executive role:** Chairman/President/CEO, Owens-Illinois Inc
- **Prior Executive roles:** Chairman/President/CEO, HB Fuller Co; General Manager, Inorganics Division, Bayer AG
- **Other current Board roles:** NED, Baxter International Inc

Frank Condella, Non-Executive Director, Vectura Group Plc

- **Current/Most recent Executive role:** President & CEO, Juniper Pharmaceuticals Inc
- **Prior Executive roles:** CEO, Skyepharma Plc; Regional President, Europe, IVAX Pharmaceuticals
- **Other current Board roles:** NED, Juniper Pharmaceuticals; NED, Palladio Biosciences Inc

Neil Warner, Non-Executive Director & Chair of Audit, Vectura Group Plc

- **Current/Most recent Executive role:** CFO, Chloride Group Plc
- **Prior Executive roles:** Financial Planning, Treasury and Control, Excel Plc
- **Other current Board roles:** NED, Directa Plus Plc; SID, Trifast Plc

REAL ESTATE

Sir Nick Macpherson, Non-Executive Director, British Land Co Plc

- **Current/Most recent Executive role:** Permanent Secretary, UK HM Treasury
- **Prior Executive roles:** MD – Finance, Budget and Public Finance, UK HM Treasury; MD – Services, Public Service Directorate, UK HM Treasury
- **Other current Board roles:** NED, Scottish American Investment Co Plc; Chairman, C Hoare & Co

Anthony Steains, Non-Executive Director, Capital & Counties Properties Plc

- **Current/Most recent Executive role:** Partner & Head of Merchant Banking, Scepter Partners
- **Prior Executive roles:** CEO, Comprador Ltd; Senior MD, Head of Asia and Global Head of Metals & Mining, Blackstone Advisory Partners LP
- **Other current Board roles:** Chairman, FilmAid International Inc

Nick Hampton, Non-Executive Director & Chair of Audit, Great Portland Estates Plc

- **Current/Most recent Executive role:** CFO, Tate & Lyle Plc
- **Prior Executive roles:** Regional Senior VP/CEO, Commercial, Strategy, Change and Transformation, Europe and President of West Europe Region, Pepsico Inc; CFO, Europe, Pepsico Inc

William Livingston, Non-Executive Director, LondonMetric Property Plc

- **Current/Most recent Executive role:** CEO, Screwfix, Kingfisher Plc
- **Prior Executive roles:** Commercial Director, Screwfix Direct Ltd, Commercial and e-commerce Director; COO, Wyevale Garden Centres Ltd

Sharon Baylay, Non-Executive Director, Market Tech Holding Ltd

- **Current/Most recent Executive role:** MD, Indigo Blu Ltd
- **Prior Executive roles:** Director of Communications & Marketing, British Broadcasting Corporation; Regional General Manager, Microsoft Online & Advertising UK, Microsoft Corp
- **Other current Board roles:** NED, Restore Plc; NED, ITE Group Plc; Chairman, Dot Net Solutions

Maureen Harris, Non-Executive Director, Market Tech Holding Ltd

- **Current/Most recent Executive role:** MD, Vanquish 212 Ltd
- **Prior Executive roles:** Regional Head, UK Asset Recovery, Central Bank of Ireland; Head of UK Asset Recovery, Irish Bank Resolution Corp Ltd
- **Other current Board roles:** NED, Logan Capital Advisors

Alastair Miller, Non-Executive Director, New River REIT Plc

- **Current/Most recent Executive role:** CFO, New Look Retail Group Ltd
- **Prior Executive roles:** Company Secretary, New Look Retail Group Ltd; CFO, Royal Automobile Club
- **Other current Board roles:** NED, Westview Capital Ltd

Claire Balmforth, Non-Executive Director & Chair of Remuneration, Safestore Holdings Plc

- **Current/Most recent Executive role:** Group HR Director, Priory Group Ltd
- **Prior Executive roles:** Regional Director, UK and ROI Operations, Carpetright Plc; Regional Director, UK Operations, Carpetright Plc

William Oliver, Non-Executive Director, Safestore Holdings Plc

- **Current/Most recent Executive role:** CEO, St Modwen Properties Plc
- **Prior Executive roles:** FD, St Modwen Properties Plc; FD, Dwyer Estates Plc

Susanne Given, Non-Executive Director, Tritax Big Box REIT Plc

- **Current/Most recent Executive role:** COO, Supergroup Plc
- **Prior Executive roles:** Division Director, Buying Fashion and Beauty, John Lewis Partnership; MD, TK Maxx
- **Other current Board roles:** NED, Eurostar International Ltd; Chairman, Made.com; NED, Electric Jukebox Co

Michael Ayre, Non-Executive Director, UK Commercial Property Trust Ltd

- **Current/Most recent Executive role:** CEO, Fortis Asset Management Ltd
- **Prior Executive roles:** Tax Partner, BDO Reads Ltd
- **Other current Board roles:** NED, Brooks Macdonald Investment Funds Plc; NED, Dominion Nexus PCC Ltd

Patrick Dempsey, Non-Executive Director, Unite Group Plc

- **Current/Most recent Executive role:** MD, Hotels & Restaurants, Whitbread Plc
- **Prior Executive roles:** MD, Premier Travel Inn, Whitbread Plc; CEO, Restaurant Associates UK, Compass Group;

Christopher Humphrey, Non-Executive Director & Chair of Audit, Aveva Group Plc

- **Current/Most recent Executive role:** CEO, Anite Group Plc
- **Prior Executive roles:** CFO, Anite Group Plc; CFO, Critchley Group Plc
- **Other current Board roles:** NED, SDL Plc; NED, Vitec Group Plc

SOFTWARE & COMPUTER SERVICES

Amanda Brown, Non-Executive Director & Chair of Remuneration, Micro Focus International Plc

- **Current/Most recent Executive role:** Group HR Director, Hiscox Ltd
- **Prior Executive roles:** HR Director, Whitbread Group Plc; HR Manager, PepsiCo Inc

Steve Schuckenbrock, (Former) Non-Executive Director, Micro Focus International Plc

- **Current/Most recent Executive role:** CEO, Crossmark Inc
- **Prior Executive roles:** CEO, R1 RCM Inc; Division President, Dell Services, Dell Inc
- **Other current Board roles:** NED, CDK Global Inc

Claire Milne, Non-Executive Director, Playtech Plc

- **Current/Most recent Executive role:** Partner, Corporate, e-gaming, Science & Tech, Appleby Global Group Services Ltd
- **Prior Executive roles:** Partner, Thorntons Law LLP

SPECIALTY & OTHER FINANCE

Jill Smith, (Former) Non-Executive Director, Allied Minds Plc

- **Current/Most recent Executive role:** Interim CEO, Allied Minds Plc
- **Prior Executive roles:** Chairman & CEO, Digital Globe Inc; CEO, eDial Inc
- **Other current Board roles:** NED, Endo International Plc; NED, Gemalto NV

James Richards, Non-Executive Director & Chair of Remuneration, CMC Markets Plc

- **Current/Most recent Executive role:** Partner, Banking and Capital Markets, Dillon Eustace
- **Prior Executive roles:** Partner, Travers Smith LLP

Paul Zwillenberg, Non-Executive Director, Euromoney Institutional Investor Plc

- **Current/Most recent Executive role:** CEO, Daily Mail & General Trust Plc
- **Prior Executive roles:** Senior Partner & Global Leader of Media Sector and Regional Leader TMT Practice, Boston Consulting Group Ltd; Global Head of Technology, Media and Telecommunications, OC&C Strategy Consultants LLP

Michael (Rusty) Nelligan, Non-Executive Director & Chair of Audit, Intermediate Capital Group Plc

- **Current/Most recent Executive role:** Partner, Financial Services and Pharmaceutical Life Sciences, PWC LLP
- **Prior Executive roles:** Senior Manager, PWC LLP; Senior Staff, PWC LLP

Professor Andrea Sironi, Non-Executive Director, London Stock Exchange Group Plc

- **Current/Most recent Executive role:** Full Professor, Bocconi University of Milan
- **Prior Executive roles:** Full Professor, Financial Markets and Institutions, Bocconi University of Milan; Deacon, International Affairs, Bocconi University of Milan
- **Other current Board roles:** Strategic Committee Member, CDP Equity SpA;

Richard Berliand, Non-Executive Director & Chair of Remuneration, Man Group Plc

- **Current/Most recent Executive role:** MD And Head of the Global Cash Equities, JP Morgan Chase & Co UK
- **Prior Executive roles:** Global Head of Prime Services, JP Morgan Chase & Co UK; Global Head Futures and Options, JP Morgan Chase & Co UK
- **Other current Board roles:** Deputy Chairman, Deutsche Boerse AG; NED, Rothesay Assurance Ltd; NED, Earth-I Ltd

David Gagie, Non-Executive Director, Shawbrook Group Plc

- **Current/Most recent Executive role:** Senior Advisor, Consumer Credit, Financial Conduct Authority
- **Prior Executive roles:** Founder, Flycke UK Ltd; MD & Head of Credit Card Processing Division, Netbanx Ltd
- **Other current Board roles:** NED, MWS Technology Ltd; NED, Payzone Ventures Ltd

STEEL & OTHER METALS

Dr Vitaly Lisovenko, Non-Executive Director, Ferrexpo Plc

- **Current/Most recent Executive role:** Governmental Envoy for State Debt, Ministry of Finance of Ukraine
- **Prior Executive roles:** Deputy Minister, Ministry of Finance of Ukraine; Head of Innovation, State Export-Import Bank of Ukraine Inc

TELECOMMUNICATION SERVICES

Tim Höttges, Non-Executive Director, BT Group Plc

- **Current/Most recent Executive role:** Chairman & CEO, Deutsche Telekom AG
- **Prior Executive roles:** CFO, Deutsche Telekom AG; Executive Director, T-Home & Sales and Service, Deutsche Telekom AG
- **Other current Board roles:** NED, Henkel AG & Co KGAA; Chairman, T-Mobile US Inc; NED, FC Bayern Munich AG

Pip McCrostie, Non-Executive Director, Inmarsat Plc

- **Current/Most recent Executive role:** Global Vice Chairman, Transaction Advisory Services and Client Service Partner, Private Equity, Ernst & Young LLP
- **Prior Executive roles:** Global Head of Corporate Finance, Ernst & Young LLP; Senior Partner, UK Transaction Tax Group, Ernst & Young LLP

TOBACCO

Marion Helmes, Non-Executive Director, British American Tobacco Plc

- **Current/Most recent Executive role:** CFO, Celesio AG; CFO, Global PVQ SE
- **Prior Executive roles:** CFO, Global PVQ SE; CFO, Thyssenkrupp Elevator AG
- **Other current Board roles:** NED, Uniper SE; NED, Bilfinger SE; Vice Chairman, ProSiebenSat1 Media SE; NED, NXP Semiconductors NV

Steven Stanbrook, Non-Executive Director, Imperial Brands Plc

- **Current/Most recent Executive role:** Partner, Wind Point Partners
- **Prior Executive roles:** COO, SC Johnson & Son Inc; President, Developing Markets Platform, SC Johnson & Son Inc

TRANSPORT

Peter Edwards, Non-Executive Director, BBA Aviation Plc

- **Current/Most recent Executive role:** CEO, Jet Aviation Management, General Dynamics Corp
- **Prior Executive roles:** Division President, Business Aircraft, Bombardier; Vice President, Sales & Marketing, Gulfstream Aerospace Corp

Ashley Steel, Non-Executive Director, National Express Group Plc

- **Current/Most recent Executive role:** Vice Chairman and Senior Partner, Infrastructure and Government, KPMG LLP
- **Prior Executive roles:** Global Chair, Transport, KPMG LLP; Head of Infrastructure, KPMG LLP
- **Other current Board roles:** NED, British Broadcasting Corporation; NED, Civil Aviation Authority; NED, Ince & Co LLP

Rita Griffin, Non-Executive Director, Royal Mail Plc

- **Current/Most recent Executive role:** Division COO, Petrochemicals, BP Plc
- **Prior Executive roles:** Group Marketing Officer and COO, BP Lubricants, BP Plc; VP, BP West Coast Products LLC, BP Plc

James Bilefield, Non-Executive Director, Stagecoach Group Plc

- **Current/Most recent Executive role:** Digital Division Director, Condé Nast International Ltd
- **Prior Executive roles:** CEO, OpenX Software Ltd; VP Business Development & General Manager Europe, Skype Ltd
- **Other current Board roles:** NED, Cambridge Satchel Co Ltd; Chairman, Ticketscript Ltd

Ray O'Toole, Non-Executive Director, Stagecoach Group Plc

- **Current/Most recent Executive role:** CEO, Essential Fleet Services Ltd
- **Prior Executive roles:** COO, National Express Group Plc; CEO UK, National Express Group Plc
- **Other current Board roles:** NED, Yorkshire Water Services Ltd

About Korn Ferry

Korn Ferry is the preeminent global people and organisational advisory firm. We help leaders, organisations and societies succeed by releasing the full power and potential of people. Our more than 7,000 colleagues deliver services through our Executive Search, Hay Group and Futurestep divisions.