

**T H E F E M A L E
F T S E B O A R D
R E P O R T 2 0 1 6**

100 WOMEN TO WATCH 2016

**Dr Patricia Pryce, Director, Beauwest Consultancy Ltd;
Visiting Fellow, Cranfield School of Management**

**Jacey Graham, Director, Brook Graham Ltd;
Visiting Fellow, Cranfield School of Management**

This is the 7th edition of 100 Women to Watch, first introduced in the 2009 Female FTSE report. It continues to be a highly respected reference point for search firms, nomination committees and others with the opportunity to influence shortlists for Non-Executive Director positions in FTSE 350 companies.

It is not an exhaustive or definitive list of the only talented women available for board positions; neither is it attempting to represent the best 100 women. Our aim with the supplement is to showcase the broad and deep female talent pool for 'UK Plc' to draw on.

In line with the Davies Review recommendation to draw on female talent from a wide range of backgrounds, this list includes women who hold senior executive roles in FTSE 350 firms and other significant organizations such as large non-listed companies, major charities, professional services firms, educational institutions and NHS Trusts. In addition, a soon to be published report from KPMG highlights that cross-sector mobility from the public to the private sector is a fraction of the cross-sector mobility from the private to public sector. So, for the first time, we have included a small number of women who hold Board and executive-level positions in the Civil Service. We have not listed women who already hold a FTSE 350 NED position and are likely to be well known to the search community, nor have we included women who are Executive Directors on the main board of a FTSE 100 company, as these individuals are already highlighted in this report.

Dr Patricia Pryce and Jacey Graham would like to thank their associates and colleagues who have helped them in identifying this year's list of accomplished women and give special thanks to Sapphire Partners, Women on Boards, Zygus, Warren Partners and Inspiration for Success.

We are delighted to confirm that six of the women identified in the 2015 list have gained a FTSE 350 Board position during the last 12 months. Our congratulations go to:



Catherine Bradley
NED WS Atkins



Victoria Cochrane
NED Perpetual Income & Growth



Sally-Ann Hibberd
Shawbrook Group



Cilla Snowball
NED Derwent London



Anne Thorburn
NED Diploma



Emma Walmsley
NED Diageo

1 0 0 W O M E N
T O W A T C H



Nina
Amin

Nina is a Tax Partner at KPMG and heads up their Asian Markets. Drawing on 25+ years' experience in providing commercial tax and financial advice, Nina advises across a broad range of areas including corporate governance, M&A transactions, due diligence, transfer pricing, reorganizations and financing. She has particular expertise in co-ordinating group tax compliance. Prior to KPMG, Nina worked for Andersen's. Her early accounting career was with medium-sized firms. Nina has won a number of awards including the Asian Who's Who Leadership Award. She is a board member of The Indus Entrepreneurs and works with the Prince's Trust Women in Leadership Group. She is a Governor at Rushmore Primary School and was awarded an MBE in 2013.



Jenny
Ashmore

Jenny was appointed to the Board as an NED for Saffron Building Society in May 2015. She is a seasoned commercial and marketing leader, with particular expertise in business transformation and digital change. Her executive career spans consumer, media and oil/utilities. Jenny has held senior positions with SSE plc (Chief Marketing Officer), Yell (Group Chief Marketing Officer) and several positions with Mars (Portfolio Director, VP Marketing and Innovation, and Global Marketing Capability Officer). She also worked in sales and marketing for Shell. Jenny is President of the Chartered Institute of Marketing; Chair of the Guide Association Trading Services Board and an NED for Commonwealth Games England.



Janet
Baker

Janet is Director, Commercial and Assurance for the UK Cabinet Office. In February 2012, she was appointed Crown Commercial Lead in the Cabinet Office, working on the development and delivery of new commercial models across government. Janet is also an NED on the Board of the Defence Support Group (MOD), an NED for Behavioural Insights Ltd and an Adviser to the Pensions Regulator. Prior to working for the Government, Janet worked as a Management Consultant at Coopers & Lybrand, Ernst & Young and then as a Senior Partner at PA Consulting Group. She is an expert in all forms of organizational and commercial structuring and restructuring, including outsourcing and sale processes.



Charlotte
Baldwin

Charlotte is Senior VP and Chief Technology Officer, Core Region at Pearson plc. Charlotte is highly experienced in delivering business-led technology and operational transformation with a focus on IT strategy, operating model optimisation and working across dynamic cultures. She has led diverse, global teams across a range of sectors including financial and professional services and has managed large and complex IT portfolios. Prior to joining Pearson, Charlotte held a variety of roles with Thomson Reuters including: Global Head, MIS, Global Growth and Operations; Global Head, Financial and Risk; and Senior Director, MIS. Previously Charlotte worked for Deloitte as a Management Consultant and Linklaters as a Business Process Consultant.



Sue
Baldwin CB

Sue Baldwin is Director, Academies and Maintained Schools Group at the Education Funding Agency. In this role, Sue is responsible for funding academies directly and ensures they meet the terms of their funding agreements. She is also responsible for the funding of local authorities to fund maintained schools. She has previously had roles at the Department for Education and at the Department for Business Innovation and Skills, and the Scottish Government.



Kumsal
Bayazit

Kumsal is Chief Strategy Officer of RELX Group plc (formerly the Reed Elsevier Group plc), is Regional President, Europe and sits on the Group's Executive Committee. In September 2015, Kumsal was appointed as NED to the Board of LSL Property Services and sits on several Committees. She has significant experience in strategy, technology, operations, and sales and marketing, particularly in the professional information solutions sector. Kumsal has previously held a number of executive technology and digital strategic roles including appointments as the Executive VP of Global Strategy and Business Development for LexisNexis (part of RELX Group plc) and as a consultant for Bain & Co in New York, Johannesburg, Sydney, San Francisco and Los Angeles.



Professor Janet
Beer

Janet is Vice Chancellor of the University of Liverpool, having taken up the role in February 2015. Her previous career has included periods in local government as well as university teaching and administration. Janet is the current Chair of the Higher Education Public Information Steering Group which has oversight of the National Student Survey. In 2011 she became co-chair of the Equality Challenge Unit. She sits on the Advisory Board of the Higher Education Policy Institute, is Vice-President of UUK, a Board member of UCAS, Chair of SPA - Supporting Professionalism in Admissions, and is a member of HEFCE's Financial Sustainability Strategy Group.



Heather
Benjamin

Heather has a diverse portfolio of chair and NED board roles including Independent Director for the Cheque and Credit Clearing Company and NED (Senior Independent Director) at Portsmouth Water where she is Chair of the Audit Committee and a member of the Nominations Committee. She is also Chair of the Board of Trustees for Walsingham Support and a Trustee with St Martin in the Fields Orchestra and Volunteering England. Heather previously worked for Centrica where she held a wide range of roles during her 30 years' service with them, culminating in her position as Chief Procurement Officer with responsibility for a £10bn third-party spend across a wide range of divisions. She also focused on talent development across the group.



Anne
Billson-Ross

Anne is the Group Human Resources Director for Taylor Wimpey plc and has overall responsibility for all areas of Human Resources, including recruitment, benefits, talent and HR operations. Prior to Taylor Wimpey, Anne worked as Group & UK Human Resources Director at Thomas Cook Group plc where she was responsible for all people related activities during the merger of My Travel plc and Thomas Cook and the subsequent business turnaround. Previously, Anne held the role of Head of Human Resources & Development at British Sky Broadcasting Ltd through its significant growth period. She has held several local committee positions as well as being a member of a Joint Venture Shareholder Board between Thomas Cook and the Co-Op.



Karen
Blackett OBE

Karen was appointed Chair of MediaCom in January 2016, the UK's largest media agency handling over £1.2bn of advertising spend for companies such as Audi and GSK. Karen was appointed CEO in 2010 after a long and successful career with the company. During her time as CEO, MediaCom was named agency of the year in 2014 and, in June of the same year, Karen was awarded an OBE in the Queen's Honours List for services to the media industry. Karen was the first businesswoman to top the Black Powerlist in 2015, which celebrates the most influential people of African and African-Caribbean heritage in Britain today.



Diane
Blaxland

Diane was appointed Director Change Management for Johnson Controls in 2014. In this role she advises on the strategic direction and integration of a multi-national, five-year change programme. Previous roles have included Director with CPA Global where Diane helped to shape strategy across its outsourced service firms; Managing Director of Legal and Professional Solutions for Williams Lea; and Head of Business Development with Clifford Chance. Diane has an extensive track record advising at Board level on B2B strategic development, innovation and change, digitisation, post-merger integration, new market entry, start-up, and restructuring roles. Experience has been gained across public listed companies, private equity firms, partnerships and the public sector.



Clare
Bousfield

Clare is the CFO for Aegon, an international provider of life insurance, pensions and asset management. Prior to joining Aegon, Clare held several key appointments with Swiss Re including: CFO, UK Health and Life; Regional CFO, UK, Ireland and Africa and was subsequently appointed Head of Group Internal Audit, based in Zurich, in 2007. Clare's early career was with PwC where she worked with clients in the UK insurance and investment management industry, including an assignment in the United States, from 1990 to 2001.



Martha
Brass

Martha joined Endemol in 2009 and held positions as Executive Director and MD of International Operations before being appointed COO in 2013 with P&L responsibility for all markets outside of Western Europe and North America. She was subsequently appointed CEO, International Operations in January 2015. As a member of the Group Executive Board, Martha is responsible for driving the growth and diversification of the newly merged Endemol Shine Group with responsibility for Southern Europe, Latin America, Asia, Central and Eastern Europe, Middle East, Africa and Israel. Martha previously held senior executive roles with FreemantleMedia Group Ltd, XIX Entertainment Ltd and Amaze TV Ltd. She is an expert in developing and implementing strategic plans and negotiating commercial deals with a wide range of business partners.



Angela
Brav

Angela was appointed CEO, Europe for Intercontinental Hotels Group (IHG) in August 2011 and is responsible for business development, growth, operations and performance of all the hotel brands and properties in Europe. During her global career with IHG, Angela has held several senior positions including: COO of North America; Senior VP, Americas Franchise Operations & Applied Technology; Senior VP, Applied Technology for The Americas region; Senior VP, Integrated Technology Solution; and Senior VP, Quality and Service. Prior to joining IHG, Angela worked for various hotel management companies and served in a variety of operational positions. Angela was appointed to the Board of Mothercare plc as an NED in 2013.



Diana
Breeze

Diana is Group HRD for Land Securities and has end-to-end responsibility for the articulation and delivery of a clear people strategy, including talent, reward, organizational design and engagement. Since joining the Company, Diana has led the redesign of the organization at both Group and business unit level. She has over 20 years' HR and organizational consulting experience, and has previously held a number of senior HR roles at J Sainsbury plc, where she led many people focused change initiatives. Prior to that, she was a senior manager in the Human Capital Practice of Accenture. Diana is a member of the International Advisory Board for Executive Education at the Saïd Business School, University of Oxford.



Dawn
Brooks

Dawn has held several senior positions within Oxford Instruments and sits on its Management Board. Under her guidance, Oxford Instruments has enjoyed a sustained period of growth in both revenue and return on sales over recent years with the performance of the service sector being a major contributor. Dawn is a member of the Acquisition Excellence team and has worked with Oxford University to encourage more women to consider science and engineering careers in her role as the company advocate for diversity and inclusion. Previously, Dawn was Head of Marketing for Avery Weightronix and UK General Manager of Miele Professional. She started her career selling scientific equipment before moving into product management, marketing and general management.



Julia
Brown

Julia is the Chief Procurement Officer (CPO) for Carnival plc (the world's largest cruise company) and sits on the Group's Executive Committee. She is responsible for overseeing strategic sourcing and supplier relationship management and works closely with the company's nine brands and their support groups to procure goods and services to further strengthen the company's supplier relationships and leverage its global scale. Previously, Julia was CPO on the global management team at Mondelez International with responsibility for a \$30 billion strategic sourcing function. Prior to Kraft, she served as CPO and VP of corporate procurement and contract manufacturing at Clorox. Julia began her career at Procter & Gamble and also served in strategic roles at Diageo and Gillette.



Claire
Calmejjane

Claire is the Director of Innovation & Digital Centre of Excellence at Lloyds Banking Group and has been instrumental in building the digital innovation function and people strategy across the Group. Claire is a known expert in the area of FinTech, was one of only two women recognised in the 2015 Financial News FinTech 40 list and was nominated by the Wall Street Journal as a European leader in FinTech. Previously, Claire spent seven years at Capgemini consulting, where she led phase one of a research programme around digital transformation at MIT. She has served as a visiting scientist at the MIT Center for Digital Business in Boston, where she co-led a world-class research programme on digital transformation.



Pam
Cheng

Pam is Executive VP of Global Operations & IT at AstraZeneca. She is responsible for all manufacturing, supply chain, procurement & IT operations globally for the company. In addition, Pam serves on the Board of Directors for Codexis, an industrial biotechnology company based in California. Prior to AstraZeneca, Pam spent nearly 18 years with Merck & Co and was President of MSD (Merck) in China, responsible for MSD's entire business in the country. Prior to her role in China, Pam was Senior VP, Global Supply Chain Management & Logistics, responsible for managing Merck's supply chains around the world. In her early career Pam held engineering and project management positions at Universal Oil Products, Union Carbide Corporation and GAF Chemicals.



Lorraine
Clinton

Lorraine is an experienced portfolio NED with extensive global manufacturing, commercial, operational and health & safety capability. Her NED positions include ENTU plc, the Service Personnel and Veterans Agency, University Hospital of South Manchester, Entrust Ltd, the Meat and Livestock Commission, and the Northern Ireland Assembly. She has chaired all three major board committees and has a strong record of delivering strategic change and operational accountability through all aspects of governance and risk. Lorraine's early career was with Pilkingtons plc where she held several positions including European Commercial Director and Global Head of Architectural and Glazing Products.



Alyson
Coates

Alyson is an NED for Oxfordshire Mental Healthcare NHS Trust and Thames Valley Strategic Health Authority; she is also a Governor for Oxford Brookes University. Alyson initially trained as a research biochemist before working in international marketing in the biotech industry. She worked with McKinsey specializing in the management of innovation. Prior to this, Alyson was an investment analyst for the international bank, Société Générale, concentrating on the healthcare and pharmaceutical sectors. She was the Vice Chair and Chair of the Audit Committee of NHS South Central Strategic Health Authority and is a member of the Auditing Practices Board of the UK's senior independent financial regulator, the Financial Reporting Council.



Ann
Collins

Ann is VP, LNG Supply and Optimisation for the BG Group (now part of Royal Dutch Shell) and has more than 25 years' experience in the oil and gas industry. During her career she has covered upstream and downstream operations in oil, gas and LNG. Prior to joining BG Group she worked for Mobil, ExxonMobil and Tractebel LNG in various commercial and managerial capacities. In her current role, Ann is responsible for the global LNG operating business. She joined the BG Group in 2004 and, prior to taking up her current role, managed commercial and business development activities in Nigeria, Kazakhstan and European oil and gas.



Karin
Cook

Karin sits on Lloyds Banking Group's (Group) Executive Committee as Group Director, Operations. Her role is to provide leadership and strategic direction for Group Operations and to support the Group in becoming the best bank for both customers and colleagues. Karin joined the Group in March 2013 as Chief Operating Officer, Commercial Banking, with responsibility for delivery of client service, change programmes, control activities and operational support across the business. Previously, Karin held positions as Global Chief Operating Officer for Private Banking and Global Head of OTC Derivative Operations for HSBC. She led a combined Finance and Operations team for Equity Derivatives at Morgan Stanley in London, after beginning her career at Goldman Sachs.



Professor Sadie
Creese

Sadie is Professor of Cybersecurity, Department of Computer Science, University of Oxford. She is Director of the Global Cyber Security Capacity Centre at the Oxford Martin School and a member of the Coordinating Committee for the Cyber Security Oxford network. Since 2003 Sadie has been involved in many research collaborations with other disciplines and has numerous public-policy advisory roles including being a member of the panel commissioned by HM Government's Chief Scientific Advisor to review "The Defence and Security Threats and Opportunities presented by the 'Internet of things' in the next 0-15 years". She is a Fellow of Worcester College, Oxford and is a member of the Governing Body.



Julie
Currie

Julie is an experienced strategic leader within the UK Financial Services sector, with specialisms in Commercial Banking, Business Operations and Risk Management. She has sat on various Divisional Boards of Lloyds Banking Group over the past 7 years. She currently sits on the main Board, Audit, Investment & Risk Committee and Remuneration Committee for the Lloyds Bank Foundation for England and Wales, as their Chief Finance and Operating Officer. She started her career with Ernst and Young before moving to the Bank of Scotland as Senior Director and then Head of Buy-Side, Leveraged Finance. Julie was appointed NED for Social Investment Business in April 2016 - the UK's leading investment catalyst business - and sits on the Audit and Finance Committees.



Jennie
Daly

Jennie is the UK Land and Planning Director for Taylor Wimpey plc. She has over 20 years' experience in development management, planning assessment and development promotion, with particular expertise in managing complex schemes, including significant elements of housing. Jennie's role has a direct focus on Taylor Wimpey's land and planning strategy, with responsibilities for, and oversight of, land acquisition and complex planning matters. Jennie leads Taylor Wimpey's response to the evolving UK planning system and engagement with the planning policy arena, oversees Sustainability, Technical and Design, and is responsible for land and planning skills development within the Group. In April 2015, Jennie became an NED of Peabody Trust, a leading affordable housing provider in Greater London.



Maureen
Erasmus

Maureen is an Advisory Partner in the London and Johannesburg offices of Bain & Company with particular responsibility for the capital markets and investment banking practice. Maureen has over 25 years' experience in financial services across Europe, Asia (including Australia), North and South America and South Africa, focusing on investment banking, wealth management and private equity. Maureen is an NED for Masawara, a UK publicly listed investment vehicle, investing in strategic industries in Zimbabwe and Botswana, and Maitland, a specialist global advisory and fund-administration services company. Before joining Bain, Maureen was the Global Head of Strategy for Merrill Lynch and the Head of European Strategy at Lehman Brothers.



Karen
Fawcett

Karen was appointed CEO of Retail Banking for Standard Chartered Bank in 2015. Karen is responsible for directing the global strategy and performance of the Retail Banking business, which spans more than 30 countries, serving over nine million clients. Prior to this, she was Group Head of Retail Clients. Karen is also a member of the Bank's Management Team. Earlier positions with Standard Chartered Bank include: leading Transaction Banking, NED Standard Chartered Bank Malaysia Bhd. and Group Head of Business Strategy. Karen joined the Bank from Booz Allen Hamilton where she was a VP and Partner focused on financial services in Asia Pacific. She sits on the board of INSEAD.



Aine
Flanagan (Cuddihly)

Aine joined Betfair in 2013 as a Consultant to the business. She was appointed MD Commercial UK and Ireland of the newly formed Paddy Power Betfair in April 2016. Paddy Power Betfair provides a full range of sports betting and gaming products and is one of the largest online gaming operators in the UK. Aine previously held several senior positions with Paddy Power including eCommerce Generalist, Head of Online Marketing Operations and Head of Investor Relations. She started her career as a Strategy Consultant with The Parthenon Group. She has degrees from Harvard University and INSEAD.



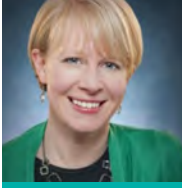
Rachel
Fletcher

Rachel is Senior Partner, Markets at Ofgem where she heads up the team responsible for the regulation of the retail and wholesale energy markets and the roll-out of smart meters. She is accountable to the Ofgem Board for competitive markets, security of supply and capturing the consumer benefits from smart technology. As a member of the Senior Management Team, Rachel is involved in leading Ofgem's strategic transformation, including the design of new governance arrangements, a knowledge management framework and cultural change. Prior to joining Ofgem, Rachel was a consultant with PwC where she specialised in energy strategy, and policy projects. In February this year, she was appointed to the Board (Executive Director) of the Gas and Electricity Markets Authority.



Claire
Flint

Claire is the Human Resources and Brand Director for Oxford Instruments plc, a leading nanotechnology tools provider. She has served on the Management Board for 10 years during a period of significant organic and acquisitive growth. She advises the Remuneration and Nominations Committees of the plc Board. She previously worked for Diageo plc, Bass Brewing and the National Westminster Bank in a variety of international HR roles. Claire has joined the Board of the UK National Nuclear Laboratory as an NED associate as part of the Government's Women on Board scheme. She sits on the Institute of Physics Campaign Board promoting advancement of physics as an engine for economic growth.



Emma
Fox

Emma has been Commercial Director for Halfords since 2013 and has responsibility for Commercial Trading, Marketing, PR, Digital, Merchandising, Space Planning, Sourcing and Quality. Previously, Emma was with the Walmart group for 14 years, of which twelve were at Asda, where she worked across a number of commercial roles, including Trading, Logistics, Merchandising, Store Proposition and Private Brand. Prior to her appointment she spent 2 years with Walmart Canada based in Toronto as Chief Marketing Officer. She spent the first ten years of her career in a number of buying and international marketing roles with Bass (now Coors).



Vanessa
French

Vanessa is General Counsel of Wolseley UK, the UK operating company of FTSE 100 Wolseley plc. Vanessa sits on the Wolseley UK Leadership Team and leads the multi-disciplinary legal, risk and compliance function. Vanessa joined Wolseley UK in 2013, having previously been Lead Competition Counsel at AstraZeneca. Whilst at AstraZeneca, Vanessa led the company's response to the European Commission Pharmaceutical Sector Enquiry. Vanessa's initial remit at Wolseley UK covered the legal and debt recovery teams but was expanded in 2014 to include a business operations team that included key areas such as health and safety. Since joining Wolseley, Vanessa has led and managed M&A activity as well as handling the associated CMA review.



Joy
Griffiths

Joy joined Experian in July 2011 and is Global Managing Director, Experian Decision Analytics and Chairman of Experian's Asia Pacific region, including India. Joy has more than 30 years of international experience in the financial services industry. Before this, she was with Lloyds Banking Group as Managing Director of its mortgage business, and Chairman and CEO of Cheltenham & Gloucester plc. In 2009, she was appointed Managing Director of LloydsTSB and Bank of Scotland Community Banks. Previously, Joy was an Executive VP at Wells Fargo Home Mortgage and also spent more than 10 years at Westpac Banking Corporation in a range of senior management positions.



Gillian
Guy CBE

Gillian became CEO of Citizens Advice, the body that leads, supports and promotes the Citizens Advice Bureau across England and Wales, in July 2010. She is the lead member of the Executive Management Team, who are together responsible for the day-to-day leadership and running of the organization. Previously, Gillian was CEO for Victim Support, where she led a major programme of change and development. Gillian originally trained as a lawyer and spent eleven years as CEO of the London Borough of Ealing. She is also a non-judicial member of the Sentencing Council for England and Wales. In January 2015 she was awarded a CBE as part of the New Year's Honours list.



Mary
Hall

Mary is the Group Audit Director for Lloyds Banking Group and part of the Group's Executive Committee. She has over 27 years of experience in the global financial services sector. As a recognised industry professional with a positive track record of success, Mary has worked with several of the largest global banks, insurers and asset managers to help set, support and sustain their business strategies. Prior to Lloyds, Mary was one of the youngest partners ever at KPMG in Canada. She became a banking regulator-approved signing partner for banking and investment dealers and was the signing partner for many global audit clients in financial services. Mary was also asked to establish KPMG's Risk and Regulatory Advisory Practice.



Dr Nicola
Hodson

Nicola is General Manager, Marketing and Operations for Microsoft UK. She is responsible for sales and marketing services for the UK, as well as leading the marketing teams responsible for promoting the company's consumer and commercial products and services. Prior to joining Microsoft, Nicola was Executive Director at Siemens IT Solutions and Services and, before Siemens, Nicola led tBPO sales in the UK at CSC and sold a number of systems integration and consulting projects in the energy, FMCG, retail and manufacturing sectors. Her early career was with EY. Nicola is an NED for Ofgem, the Gas and Electricity Markets Authority and techUK.



Professor Jackie
Hunter CBE

Jackie recently joined Stratified Medical (a pioneering company using artificial intelligence to advance pharmaceutical development) as CEO. She has over thirty years of experience in the bioscience research field in the public and private sectors as well as academia and is one of the UK's most respected leaders in medical innovation. Prior to joining Stratified Medical, Jackie was the CEO of the Biotechnology and Biological Sciences Research Council where she was responsible for managing one of the UK's seven Research Councils. Prior to this she had a 27 year career in industry culminating in the position of Senior VP for GlaxoSmithKline, in charge of Neurology and Gastrointestinal drug discovery and early clinical development.



Katie
Jackson

Katie is VP, Commercial and New Business Development, Europe with Royal Dutch Shell having previously been Executive Vice President for Global Business Development and Strategy at BG Group (now part of Shell) and a member of the Corporate Executive team. Katie began her career at Shell in 1994 as a Drilling Engineer, followed by five years in oil and gas investment banking with UBS, based in London and Houston. Katie then joined Anadarko, where she was VP, Corporate Development, responsible for M&A and US Business Development. She joined Statoil in 2010 initially as SVP, Corporate M&A, before returning to operations in the role of SVP, Development & Production for Europe and Asia.



Linda
Jones

Linda is a partner at the global law firm Pinsent Masons LLP where she specialises in employment law. In this role, Linda advises UK and international corporates on a range of employment issues, including executive appointments and exits. For eight years Linda was an elected member of Pinsent Masons' Remuneration and Partnership Committee, with responsibility for setting partner pay and bonuses, assessing candidates for promotion to partnership and interviewing partner lateral hire candidates. Linda initiated and leads Project Sky, which is the firm's programme for improving the gender balance of its partnership and senior leadership team, and has been shortlisted for an inclusive leader award in the Opportunity Now Gender Equality Awards for 2016.



Alison
Kay

Alison works for EY and was appointed Global Vice-Chair, Industry in 2010; previously she held the position of Global Sector Leader for Power & Utilities. Alison joined EY in 2007 to lead the Advisory team for the utilities sector in the UK before becoming a member of the UK and Ireland Board in 2010. She has worked extensively with clients from across the sector globally, developing strong relationships with many of the most important leaders in the industry along the way. Alison began her career in industry with United Utilities. She then spent several years at Accenture, consulting for power and utilities clients on generation, transmission and retail issues across Europe, before moving to EY.



Alison
Kay

Alison was appointed Group General Counsel and Company Secretary for the National Grid in January 2013. Alison has held various roles since joining National Grid in 1996 including UK General Counsel and Company Secretary from 2000 to 2008 and Commercial Director, UK Transmission from 2008 to 2012. Prior to joining National Grid, Alison worked for SGH Martineau as a solicitor in the Corporate Department.



Ruth
Keattch

Ruth has over thirty years' experience in the financial services industry. She is currently Chief Investment Officer at Artemis Investment Management and is a member of Artemis' Executive Committee. Ruth began her career as a stockbroking analyst and progressed to Head of Equities at Granville before moving into fund management where she managed and developed a number of funds before joining Artemis to co-manage the Artemis UK Special Situations Fund. In her current role as Chief Investment Officer, Ruth coordinates the activities of the fund management team and oversees risk, regulation and corporate governance matters. Ruth is also a Member of the Investment Committee for the Royal College of Music.



Bernadette
Kelly CB

Bernadette became Director General, Rail Group, Department for Transport in September 2015. Bernadette was previously Director General, Business and Local Growth in the Department for Business Innovation and Skills (BIS). Bernadette has spent most of her career working on public policy in relation to business and the economy. She has led work in government to strengthen the regulation of utility sectors, reform the planning regime in the UK, increase housing supply and control public sector pay and expenditure. While Bernadette has worked principally in BIS and the Department of Trade and Industry (DTI), she has also worked at HM Treasury, the Cabinet Office, and in the Prime Minister's Policy Unit, as well as on secondment to ICI plc.



Bronagh
Kennedy

Bronagh is General Counsel and Company Secretary for Severn Trent plc. She is a highly experienced Company Secretary/General Counsel with a demonstrable track record of success at board level and is experienced in building and leading teams to drive organizational and cultural change in times of transition. Bronagh's specialisms include acquisitions and disposals, plc board secretariat support including all governance matters and compliance with regulatory requirements, IPOs, risk management and trademark management. Prior to Severn Trent, Bronagh held a similar position with Mitchells and Butlers plc. She joined the company after working for Bass Taverns and Bass Leisure Retail. Her early career was with Allen and Overy.



Tracey
Kerr

Tracey has almost 30 years' experience in the mining industry, mostly in the area of mineral exploration in more than 20 countries and working in multicultural environments with a variety of stakeholders including employees, companies and local and national governments. Tracey was Group Head of Exploration and Group Head of Safety and Sustainability with Anglo American plc since 2011 and sat on the board of several of its exploration companies. Before joining Anglo American, she worked for Vale Exploration where she was Director of Exploration for the Americas with oversight of all exploration activities. Prior to joining Vale, Tracey worked for BHP in a number of positions within the exploration and geosciences disciplines in Australia, Canada and the UK.



Alina
Kessel

Alina is a senior advertising executive with extensive international experience and expertise in servicing global client businesses across many sectors including Consumer Goods and Healthcare, Telecommunications, Retail, Automotive and Insurance. She currently leads the GSK relationship for Grey, as well as across all WPP agencies. Her previous roles at Grey have included that of CEO of Grey Germany and Brand Agency Leader for P&G Brands in Grey London. In Germany, Alina oversaw an outstanding growth performance and was named one of the Top Women Executives in the German press. She has also had board experience serving as the CEO of two advertising agencies and as an elected Vice President of the Association of Communication Agencies in Germany.



Vivienne
King

Vivienne is the CEO of Soho Housing Association. She is a commercial lawyer and previously had over 10 years' board experience with The Crown Estate. Vivienne also has several years' experience as an NED on a London Housing Association Board. Known for her commercial approach, she has a successful track record in strategic design and implementation, stakeholder engagement and public relations, governance and entrepreneurial initiatives. Vivienne's experience includes leading multi-disciplinary functional teams, project managing business critical projects and delivering change to bring forward strategic vision for long-term benefit.



Sue
Langley OBE

Sue is the Non-Executive Chairman of A J Gallaghers UK, and an NED for UKAR (Northern Rock Asset Management and Bradford and Bingley). Previously she was CEO of UKTI's Financial Services Organization, Director of Market Development and a member of the Executive Team for Lloyd's of London, Director of Lloyd's Asia and Chairman of Lloyd's Japan. Prior to this Sue was COO and a member of the Executive Team for the Hiscox Group holding various Board positions. Previously, she was a Principal Consultant with PwC. Sue is the Financial Services Representative on the Women's Business Council and is VP of the Insurance Institute of London. She was awarded an OBE for services to women in business.



Dr Vanessa
Lawrence

Vanessa is the former Director General and CEO of Ordnance Survey and the former Secretary General of Ordnance Survey International Ltd. Previously, Vanessa held senior commercial development roles with the billion dollar American software company, Autodesk and also the global media and publishing company, Pearson plc. Currently, Vanessa is co-Chair of the United Nations Committee of Experts on Global Geospatial Information Management (UN-GGIM) and Honorary Colonel of 135 Squadron Royal Engineers. She is a Visiting Professor at the University of Southampton and at Kingston University. Vanessa has been elected an Honorary Fellow of the Royal Academy of Engineering and is one of the few recipients of the Scottish Geographical Medal.



Alison
Littleley

Alison currently holds two NED positions: James Hardie Investor Relations, where she is a member of the Audit Committee and Remuneration Committee, and Weightmans LLP, a UK law firm, where her focus is on long term strategic goals, business growth and matters relating to governance. Alison has substantial experience of multinational manufacturing and supply chain operations together with a strong international leadership background building effective management teams and third party relationships. She has held a variety of positions, most recently as Chief Executive of Buying Solutions, a UK Government Agency responsible for procurement of goods and services on behalf of UK government and public sector bodies (2006-2011). She has previously held senior management roles in Diageo plc (Global Commercial Services Director) and Mars, Inc. (Commercial Director).



Liz
Lloyd

Liz is Group Company Secretary of Standard Chartered plc. Liz joined the bank focusing on regulatory risk and regulatory relationships before being appointed as Group Head of Public Affairs, responsible for co-ordinating the Bank's policies and positioning on all political and regulatory matters. She was then appointed CEO of Standard Chartered Bank Tanzania, a position she held until 2015. Prior to joining Standard Chartered, Liz spent her early career in public policy in the UK government and held a number of roles as Special Advisor to Number 10 Downing Street on home affairs, Africa and climate change. She was appointed Deputy Chief of Staff in 2005.



Cath
Lynn

Cath holds the role of Group Commercial Director: Markets, Network & Pricing for easyJet plc. She joined the company in 2002 following the merger with Go, where she was part of the management buy-out team. Since then, Cath has held several senior leadership roles including Head of Ground Operations, Head of Airport Development and Procurement, and Head of Network Development. In April 2011, she was appointed as Customer and Revenue Director, and to Group Commercial Director in April 2012. In October 2008, Cath was also appointed a Director of Airport Coordination Limited. Previously, Cath spent 12 years in retail for J Sainsbury.



Susan
Martin

Susan joined the London Pensions Fund Authority (LPFA) as Director of Organizational Development with a brief to work across the Authority to review, shape and position LPFA. In 2011, she was appointed Deputy Chief Executive and in 2013, Chief Executive. Susan has more than 20 years' experience in partnership working, mergers and acquisitions, organizational change and pensions in a range of public, charity, not for profit and private sector organizations. She has represented LPFA at numerous international events and conferences playing a leading part in presenting LPFA's strategic shift. In addition, she is regularly included in the top 50 most influential people in pensions, 100 women in financial services and received Portfolio Institutional's Industry Achievement award in 2015.



Claire
**Martin-Redman
Smith**

Claire is currently Managing Director of a new niche breast cancer insurance product which is underwritten by Holloway Friendly and GenRe. She also works as a consultant to small to medium-sized businesses with strategic growth and change management issues, putting in structure, processes and people. Previously, Claire was Owner and Operations Director of Dbi, a significant management consultancy to central government and defence, which she sold to a FTSE 100 business. Specialising in UK public sector procurement, she has helped and mentored a number of seed businesses that provide manpower services to establish themselves in their route to this market. Other owner/directorships have included high-end bespoke furniture and property.



Audrey
McNair

Audrey is currently an NED at Earl Shilton Building Society and the British Friendly Society. Until recently, Audrey was the Global Head of Business Risk at Aberdeen Asset Management plc, where she was responsible to the Group Management Board for operational and IT risk and for the Internal Adequacy Process. Prior to her time at Aberdeen Asset Management, she worked at UniCredit where she held the position of Director of Treasury Operations and previously Head of Internal Audit. During her career Audrey has held many Senior Audit Management positions at HSBC Group, Prudential-Bache Securities, and Continental Illinois Bank. Audrey started her career at Bank of Scotland.



Barbara
Merry

Barbara is an experienced NED and currently serves on the Board of Domestic & General Insurance Ltd, CGNMB LLP - a leading independent Lloyd's insurance and reinsurance broker, Portable Power Technology Group and the British Friendly Society. In her executive career, Barbara was CEO of Hardy Underwriting Group from 2002 to 2014. She worked in the accountancy profession with Slater, Chapman and Cooke and then KPMG. Barbara remains closely involved with several talent management and diversity initiatives including Inclusion@Lloyd's Group, the Insurance Supper Club and IWIN - the women's forum for the Worshipful Company of Insurers.



Sylvia
Metayer

Sylvia was appointed Division CEO, Corporate Services Worldwide for Sodexo in 2015 after joining the company as Senior VP and Group Financial Controller in 2006. Previously, Sylvia was President of the Houghton Mifflin Assessment Group and its Chief Operating Officer. In 2000, she served as CFO of Games, Education and Literature at Vivendi Universal Publishing. Prior to that, she worked for three years at Mattel France as Vice President of Finance and Administration; five years at Danone as Consolidation Manager and CFO, Pasta and Ready Meals Division; and six years at Arthur Andersen in Paris, France.



Katrina
Michel

Katrina has a strong marketing and business development background. She has worked for a number of multinational communications agencies and delivered award-winning campaigns with outstanding return on investment. She started her working life in the public sector at the Foreign Office before moving into marketing roles at Ogilvy and Cheetham Bell before taking Cheetham Bell into the WPP group to revive the J Walter Thompson Manchester office. Latterly, in her own consultancy roles, she has worked on projects for American Express and Unilever. Katrina is currently CEO of Marketing Cheshire, a private/public partnership dedicated to tourism and place marketing. She also advises the Cheshire and Warrington Local Enterprise Partnership on public affairs and digital strategy.



Dame Gillian
Morgan

Gill's long and distinguished career in healthcare started as a doctor working in hospitals and general practice before she moved into senior management. She is currently Chairman of Compli With Us Ltd, an NED for Health Data Insight CIC and an Adviser to the Royal College of Nursing. Gill was Permanent Secretary of the Welsh Assembly Government between May 2008 and August 2012. Prior to this she was CEO of the NHS Confederation for six years, which followed two years as CEO of the North & East Devon Health Authority. Gill was made a Dame Commander of the Order of the British Empire in June 2004.



Jane
Moriarty

Jane is an experienced Board advisor helping a wide variety of businesses realise opportunities and manage threats in today's fast moving world. Working across Europe and the USA, her work included debt restructuring, business disposals and implementing operational improvement plans. A former partner and business leader with KPMG and holding roles on their London Region Board, Client Council and the Leadership Team for her discipline, Jane set up and managed teams successfully targeting new business areas for the firm. Her voluntary work has included roles with R3, the IPA and the Prince's Youth Business Trust. Jane is now pursuing a plural career including non-executive appointments in the quoted, public and not for profit sectors.



Frances
Morris-Jones

Frances is an NED with the Oil and Gas Authority. She is a business leader with global energy expertise and a strong background in natural resources. Frances worked with ConocoPhillips as Business Development Manager and before this she had almost 20 years' experience with BP where she held roles in strategy, exploration and production and the search for unconventional gas supplies. She has experience of leading large scale complex commercial transactions and negotiations and an ability to identify and deliver new business opportunities internationally, with particular experience of Russia/Caspian and China activity. Frances is also a Governor at the University of Portsmouth, a member of the BSI Standards Policy and Strategy Group, a Board Trustee for Anti-Slavery International and a Board Trustee for Public Concern at Work.



Selina
Neri

Selina is an NED with Kuoni and has expertise in global sales, technology, operations and business transformation. She has a profound understanding of business transformation through technology adoption across the ICT, luxury and travel & leisure industries. Selina served as CEO of Dadu Luxe, an innovative technology-based luxury fashion retailer based in the UAE and Saudi Arabia. Previously, Selina has been VP Consulting and Solutions for Colt Technology Group, Executive VP Global Sales Support and VP Partner Sales Management for the Deutsche Telekom Group. Selina also serves as Adjunct Professor of International Marketing, Innovation and Digitalization at HEC (Paris) Business School and serves as Global Mentor for women in business for the Cherie Blair Foundation.



Jackie
Noakes

Jackie is Chairman of Cofunds and Managing Director of Savings at Legal and General. She oversees an area which looks after over 1 million customers who have invested £29 billion of assets across individual pensions, bond or endowment products. Jackie also retains her role as Group IT Director. Since joining Legal & General Jackie has led a variety of shared services across the business including Group Procurement, Financial Reporting, IT and Facilities Management. Previously, Jackie held senior IT roles at American Express and worked for Financial Services companies, including the Bank of Ireland, Firemans Fund, Blue Cross & Blue Shield and Royal & Sun Alliance, living and working in Ireland, Sweden, Australia and America.



Dame Una
O'Brien

Una left her position as Permanent Secretary for the Department of Health in April 2016. A career public servant since joining the DH, she has held a variety of roles in Government and in healthcare organizations. Una completed a secondment as Director of Clinical Governance and Development at University College London NHS Foundation Trust and has been Secretary to the Bristol/Kennedy Inquiry, a major public inquiry into the NHS. Previous roles include Director General of Policy and Strategy at the Department of Health, Private Secretary to the Minister for Health, Principal Private Secretary to the Secretary of State for Transport and Deputy Director in the Prime Minister's Efficiency Unit.



Sophie
O'Connor

Sophie is an experienced NED and currently holds positions with BNY Mellon International Ltd, (Chair of Audit Committee), BUPA Insurance Ltd (Chair of Risk Committee) and Reliance Mutual Insurance Society (Chair of Audit and Risk Committees). Sophie had a long career with Merrill Lynch (over 13 years) where she held a variety of COO and CFO roles in funds and sales/trading businesses, both in London and New York. She was also Director of Marketing (Fund Solutions Group) with Bank of America. Sophie is currently a Trustee, and Chair of the Audit Committee of Chance to Shine, one of the UK's largest sporting charities and Trustee Director for the Mineworkers' Pension Scheme.



Dr. Sandie
Okoro

Sandie is General Counsel of HSBC Global Asset Management and Deputy General Counsel of HSBC Retail Banking and Wealth Management. Previous roles have included Global General Counsel at Barings and Head of Legal for Corporate Services at Schroders. Sandie was named in the Powerlist 2015 as the fourth most influential black person in Britain and, in 2014, she was named by the Guardian Newspaper as one of 10 women who are changing the face of the City. In July 2011 Sandie was appointed to the Management Board and the Panel of Experts of The Hague based Panel of Recognised International Market Experts in Finance, which assists with the settlement of international disputes on complex financial transactions. She is an NED and Governor for the Royal Shakespeare Company.



Colette
O'Shea

Colette joined Land Securities in 2003 and was appointed its Managing Director in April 2014. She now has responsibility for the £7.8bn London Portfolio comprising nine million sq. ft. of London offices, leisure, retail and residential property both in development and asset management. She is a member of the Group's Executive, Asset and Liability and Investment Committees and Chairman of the London Executive Committee. Colette has over 20 years' property experience in London, operating in investment, asset management and development. Prior to joining Land Securities, she was Head of Estates at the Mercers' Company where she gained extensive retail and residential experience. Colette is President of the British Council for Offices and an NED for Genesis Housing Association.



Linda
Phillips

Linda is Materials Manager, Global Implementation and Strategy for Shell and has over 25 years' experience working for blue chip and start-up companies. These span a number of industries including pharmaceuticals, semi-conductors, FMCG and oil and gas. Linda's expertise is in Operations, Business Development, Sales and Marketing together with extensive experience in selection, negotiation and implementation of enterprise resource planning, e-commerce and data warehousing solutions. She also has world-class knowledge in road safety risk management, both at a commercial and Parliamentary level. Linda sits on the board of Cardiff University, The Parliamentary Advisory Council on Transport Safety and Cardiff University Innovation System Strategic Oversight Board and is a member of the International Advisory Board of Cardiff Business School.



Sarah
Rapson

Sarah works for the UK Home Office and was appointed Director General, UK Visas & Immigration in March 2014 (having been interim director general since April 2013). Sarah joined the Home Office in 2005 as Operations Director at the Identity and Passport Service (now HM Passport Office). In 2010, she was made Chief Executive, HM Passport Office and was given the immediate task of dismantling the national identity scheme. The same year, she was appointed by the Queen as Registrar General for England and Wales. Before joining the Civil Service, Sarah's career was in retail financial services, including management positions at American Express, Barclays and Woolwich plc.



Alicia
Reyes Revuelta

Alicia is currently an NED at Wells Fargo Securities International and a member of the Audit and ALM Committees. She is also Partner at Olympo Capital responsible for Financial Institutions, based in London. She joined from Barclays where she spent seven years as Managing Director responsible for Fixed Income, Currencies and Commodities structuring for Financial Institutions globally in the Investment Banking Division. Prior to that she spent five years at Bear Stearns in London as Senior Managing Director and country manager for Iberia. She was Bear Stearns' nominated Director at TDA (Spanish Securitization Agency) and Marco Polo (largest venture capital fund in Spain). Alicia started her career at Deutsche Bank in Frankfurt working in Derivatives in 1995.



Melanie
Richards

Melanie is a Partner at KPMG, was appointed to the KPMG UK Board in 2012 and appointed Vice Chairman of KPMG UK in October 2014. She has more than 30 years of banking experience particularly in bank lending, debt restructuring and capital markets' instruments. Prior to joining KPMG, Melanie spent 15 years with NatWest and 3 years with Hambros' Fixed Income Group where she headed the private placement group. Melanie is a passionate champion of Diversity & Inclusion, within and outside of KPMG, and on the issue of gender inequality. She is a founding member of the 30% Club Steering Committee and, in 2013, received the Opportunity Now's Champion Award. She joined the Harvard Women's Leadership Board in June 2014.



Nicky
Richards

Nicky is Global Head of Equities for Schroders and is responsible for Equities within the Investment Division. She is also Chairman of RWC Partners Ltd. Nicky began her investment career at Schroders in 1987 as an Assistant Fund Manager and went on to hold a number of senior roles in the firm, including Head of Australia and Head of Hong Kong. She was subsequently Group Investment Officer of Fidelity International and Chief Executive and Chief Investment Officer of MLC Investment Management in Australia. She re-joined Schroders in 2014 as Global Head of Equities and was appointed to the Group's General Management Committee.



Jane
Rigler-Faircloth

Jane is an executive with 30 years' business experience, gained in the food and consultancy industries, working for Mars Incorporated, Accenture, and latterly, as an entrepreneur. Her executive career has focused on IT Governance, Supply Chain Operations, Project and Program Management – all in an international context. As Business Effectiveness Director for Mars Central Europe, she spearheaded the successful deployment of global business process and systems across the region. She has expertise in leading multicultural, multifunctional teams to improve logistics, commercial, financial and customer service operations in established and emerging markets, with a particular focus on Central and Eastern Europe. Jane began her career with Andersen Consulting (now Accenture). She serves on the board of the Vienna International School.



Fabienne
Saadane-Oaks

Fabienne is CEO for ABF Ingredients (a division of Associated British Foods plc), where she is responsible for the successful delivery of a global business-to-business operation (sales, manufacturing and research) servicing the food, pharmaceutical, detergent and other industry sectors. Fabienne joined ABF Ingredients from DuPont where she was Vice President of the Health & Protection Division within DuPont Nutrition & Health. Prior to the acquisition by DuPont, she was President of Danisco BioActives and a member of the Danisco Executive Committee. Fabienne's career spans multiple general management roles in France and the USA, including 20 years' experience in food ingredients within Sanofi, Degussa, Rhodia, Danisco and DuPont.



Barb
Samardzich

Barb is VP and COO, Ford of Europe. She is responsible for many of its operations including manufacturing, quality, product development, purchasing, sustainability, environment and safety engineering. Barb has held other senior positions within Ford including VP, Product Development, Ford of Europe; VP Global Product Programs; VP Powertrain Engineering and Chief Engineer for Ford's Automatic Transmission Operations. She has won many awards for her work including the Automobilwoche Top 50 Automotive Women in 2011, an Automotive News All Star for 2009 and 2010, the Women in Engineering Achievement Award from Design News in 2004, and being named a Leading Woman in the North American Automotive Industry by Automotive News in 2005 and 2010.



Rachel
Sandby-Thomas CB

Rachel has recently been appointed to the role of shadow CEO of the Institute for Apprenticeships. The Institute for Apprenticeships (IfA) will be operational from April 2017 and will support the delivery of a world-class apprenticeship programme for England, giving employers control and decision-making over content and quality of apprenticeship standards. Rachel brings her wide experience, most recently as the Director General for Skills, Deregulation and Local Growth, to the new role. Prior to that Rachel has held a number of roles in BIS and its predecessors, becoming a Director General in 2008. She joined the Government Legal Service in 1993 from the City, where she worked as a solicitor with Linklaters.



Michelle
Senecal de Fonseca

Michelle was appointed NED to the Board of FDM (a leading IT employer) in January 2016. She has more than 25 years' experience in international telecommunications and technology and, until the start of 2016, served as the global Director of Cloud & Hosting Services at Vodafone, which she joined in July 2012. Michelle has also worked at the European Bank for Reconstruction and Development (EBRD) where she managed the Telecom, Media and Technology banking team. Michelle is a cofounder and board member of Women in Telecoms and Technology, a UK not-for-profit organization and is also a Global Council Member at Thunderbird School of Global Management in Phoenix, Arizona.



Margot
Slattery

Margot is President/MD of Sodexo Ireland, part of the global Sodexo Group, the world's largest multi-services company. In Ireland, Sodexo employs 2,000 people delivering services that improve the quality of life to clients at 200 site locations. Margot was named Senior Leader of the Year at the Inaugural Workplace Equality Index Awards in Dublin in 2015 and appears in the 2015 and 2016 Out at Work/Telegraph list of Top 50 LGBT Executives and the 2015 Financial Times' list of Top 100 OUTstanding LGBT Business Leaders. She is on Sodexo's global LGBT network leadership team. Sodexo is a founding partner of Ireland's first Diversity Charter and a finalist in the Best Employer category at the 2014 and 2015 GALA Awards, Ireland's LGBT Awards.



Rachel
Small

Rachel started her career in investment banking in the City over 25 years ago and is now Group Company Secretary and General Counsel for LV=, Britain's best loved insurer. After many years as a litigation partner in private practice, Rachel has built, from scratch, a nationally recognised, award winning Legal & Company Secretariat department at LV=. Rachel has been instrumental in establishing and driving the gender diversity programme within LV= with the creation and development of a highly influential women's network called 'PACE' ("Potential, Ambition, Connections & Empowerment") across its 6000+ population.



Amanda
Sourry

Amanda is responsible for Unilever in the UK and Ireland having built her career with the organization for over 25 years. She has held global senior roles in Unilever's key markets including USA and the UK. Amanda is a great advocate of diversity in business and is a member of the Unilever Global Diversity Board and chairs the Unilever UK & Ireland Women's Business Network. Amanda also represents Unilever on the Policy Issues Council as well as sitting on the Executive Committee of the Food & Drink Federation and the Department of Health Responsibility Deal Steering Committee. Amanda is Vice Chair of the Advertising Association Council.



Hilary
Spencer

Hilary is Director, Civil Service Learning for the UK Government – a position she has held since September 2014. Hilary works across all government departments, professions and training providers to increase the capability within the Civil Service. The majority of Hilary's career has been focused on education and social policy in the UK. She previously worked for the Department for Education where her most recent position was Director of Strategy, Performance and Private Office Group, as a member of the DfE Board. Hilary is also Chair of the Academy Council for the Oasis Academy, South Bank.



Beverley
Spencer-Obatoyinbo

Beverley is Area Director, Swiss Cluster, Western Europe Region for BAT plc. Beverley joined Rothmans in 1997 from the pharmaceutical industry, and moved to British American Tobacco after the merger of the two companies. Since then she has held various marketing and general management roles across Africa including Head of Trade Marketing and Distribution and later Marketing Director, in Nigeria. In 2007 she moved to British American Tobacco Egypt as General Manager, was appointed Area Director of British American Tobacco West Africa in April 2010, and moved to her current role in 2012. Beverley was appointed to the board of the BATNF (BAT Nigeria Foundation) in September 2010.



Susan
Sternglass Noble

Susan is one of the world's leading fund manager/analysts specialising in financial services. Her long career includes senior roles at Goldman Sachs, JP Morgan, CQS and AXA IM and has been complemented by work as a consultant and NED. She has wide-ranging contacts from her work as a global fund manager and is multi-lingual (including Mandarin Chinese). Susan has a long-standing interest in FinTech, having been an NED of one of Sweden's first online brokers, and has been active in Corporate Governance in financial services companies. Susan was recently appointed Specialist Adviser to the Treasury Select Committee of the House of Commons and Commissioner for the Dormant Asset Commission. She is also a Senior Adviser with The Investor Forum.



Susannah
Storey

Susannah is currently Director of Strategy at DECC. She joined DECC in March 2013 and is operating the role as a job-share. Susannah was previously at the Department of Business, Innovation and Skills where she was most recently the Director of Royal Mail and Postal Services team in the Shareholder Executive. She was an NED of the Post Office from 2012 to 2014. She joined the Shareholder Executive in 2006 and, in addition to Royal Mail, was Director for a variety of portfolio companies, as Chief Operating Officer. Prior to the Shareholder Executive she worked in UK Corporate Finance at Schrodgers and then Citigroup.



Jo
Swinson

Jo served in the UK Government as Minister for Employment Relations and Consumer Affairs and Minister for Women and Equalities. In these roles, Jo developed a strong reputation for successfully delivering landmark legislation through negotiation, leadership, and maintaining attention to detail. She established a track record of driving behavioural change in government and industry through influence, campaigns & advocacy. Since leaving the Government, Jo is using her skills and experience in several different areas – including being on the Advertising Advisory Committee for the Advertising Standards Authority, Vice-Chair of the Institute of Inertia (a collaborative project between Sheffield University and comparethemarket.com), NED for Clear Returns (a retail technology company), Chair of Maternity Action and Governor of the Ditchley Foundation.



Arja
Taaveniku

Arja is Chief Offer & Supply Chain Officer at Kingfisher plc, the leading home improvement retailer in Europe. Between 2012 and 2015 she was CEO of the Ikano Group, an international company with business units in consumer banking and insurance, and shopping and residential centres. Arja continues to serve on their Board as an NED. She previously had 22 years of experience with the IKEA Group holding several senior executive positions involved in developing, managing and supplying the global IKEA product range. These included Global Business Manager (Kitchen and Dining) and Global Business Manager (Children's) where she was responsible for global product and business development in each division.



Joanne
Thompson

Joanne is CEO of Penrillian, one of the world's longest established developers in mobile technology. She joined Penrillian after a career involved with leading significant growth and change within several leading technology companies including roles as Managing Director of Serco's Transport Technology division, Senior Vice President of BT in Europe, and European Director of Professional Services at Equant. Her leadership of technology businesses offers insight and experience of addressing the digital challenges and opportunities which are now prevalent across all sectors. Joanne is also a champion of advancing the next generation of women in the transport and technology sectors and is a member of Women on Board and Women in Transportation.



Serpil
Timuray

Serpil is Regional CEO of Africa, Middle East and Asia Pacific for Vodafone and is a member of the Group's Executive Committee. She also serves as an NED for Vodacom Group and sits on the Boards of Vodafone India, Vodafone Hutchison Australia, Safaricom Kenya and Vodafone Qatar. Serpil joined Vodafone from Danone Group, where she was the General Manager of Danone Turkey. She began her career in marketing in 1991 at Procter & Gamble and was later appointed to the Executive Committee of P&G Turkey. Serpil was ranked 15th among the "Most powerful women of Europe, Middle East and Africa" by Fortune in 2014 and 79th among the "World's 125 Women of Impact" by Newsweek in 2013.



Devyani
Vaishampayan

Devyani is an international and multi-sector HRD specialist - experienced in leading large, diverse and multibillion-pound complex organizations through transformational change. She is currently a Director for the HR Fund - India's first HR focused Private Investment Company. From 2014-2016 Devyani was Regional HR Director, APAC and Middle East with G4S. Devyani's previous experience includes Global Head of HR at Rolls Royce Marine Services, Group HR Director for AET Tankers and large regional roles at the British Gas Group, Lucent Technologies and Citigroup. Her expertise covers Asia Pacific & Middle East Region, business transformation, succession planning, organization development, talent acquisition, culture change, merger and acquisition, outsourcing, shared service and transforming and modernising HR functions.



Tracy
Vegro

Tracy is the Executive Director of Strategy and Resources at the Financial Reporting Council. This position was taken after a secondment at The Co-Operative Group where she was Director of Policy and worked on the bank's recapitalisation as part of Whitehall's High Potential Secondment Programme. The programme helps senior civil servants build commercial, leadership, project and programme management and digital skills by spending time working in the private sector. Tracy has had first-hand experience of how skills learnt in both the public and private sectors are complementary and transferable. Prior to this, Tracy was Director Energy, Efficiency and Consumers for The Department of Energy and Climate Change.



Alison
Ward

Alison is the Internal Audit Director for LV= and is a recognised expert in the field of internal audit and risk management within highly regulated environments. She is a member of the Group's Executive Committee, an advisor to the Board's Group Audit and Group Risk Committees and has responsibility for the Special Investigations Team and LV='s whistleblowing line "Speak Up". Prior to joining LV=, Alison worked for Alliance and Leicester as Director of Group Internal Audit where she was able to transform the audit division so that it became recognised as a respected, value adding, robust and quality driven function, both internally and externally. Alison started her career with KPMG, moving from there to join Windsor Life as Head of Risk Assurance.



Catherine
Ward

Catherine has 10 years' Executive Board experience in change management and transformation, HR and communications within multi-site, international, public, private and private equity sectors. She is currently the Group HR Director for Interserve plc, the leading FTSE 250 global business services and construction company. At Interserve she sits on the Risk Committee, the Sustainability Board, Innovation Board and IT Security Board. Catherine started her working life with KPMG and has developed her career across a variety of organizations including BMI Healthcare, the BBC and ITV, BAA, Sotheby's and Aviva. Catherine is currently a Governor on the Board of The Place, the UK's leading contemporary dance training and performance company, where she heads the HR and Remuneration Committee.



Deborah
Waterhouse

Deborah began her career in the automotive industry before joining GSK in 1996, where she is currently SVP Primary Care in the US Pharmaceuticals business, leading the Respiratory, Diabetes and Commercial Operations teams. She has accountability for over 3,000 GSK colleagues and \$8bn in revenue. Prior to this role, Deborah worked in various areas of the business across the world. Most notably, she was General Manager of GSK Australia and New Zealand between 2008 and 2012, based in Melbourne. Deborah was also Regional Head of Central Europe between 2012 and 2013. In 2013, Deborah moved to Philadelphia to take up the role of Business Head, US Vaccines before progressing into her current role.



Rachel
Whetstone

Rachel is a PR and Communications expert. She was appointed to the position of Senior VP Policy and Communications at Uber last year (the company connects taxi drivers and passengers through a downloadable app). Prior to this appointment she worked for Google in a similar capacity, as Head of Corporate Communications, EMEA. Before starting her career with Google, Rachel was involved with the UK Conservative Central Office where she served as Michael Howard's Chief of Staff. She has also worked for Carlton Communications, One2One and the PR agency, Portland. In 2013, Rachel was listed as one of the 100 most powerful women in the UK by the BBC's Woman's Hour.



Sharon
White

Sharon has 25 years' experience in the public sector and Government, starting with spells in Washington, the No 10 Policy Unit and the World Bank. Since March 2015, Sharon has been the CEO for Ofcom, the UK communications' regulator which has a wide remit covering broadcasting, fixed line and mobile phones and postal services. Prior to this role, Sharon was one of the most powerful women in Whitehall and held several senior UK Government roles. These include Director General and then Second Permanent Secretary to the Treasury, Director General for the Ministry of Justice, Director of Policy for the Department for International Development and Advisory Director for the Department for Work and Pensions.



Antonia
Williams

Antonia joined UCLH (University College London Hospitals) in October 2015 as Head of Diagnostics Programme. Immediately prior to this position, Antonia was employed by the Government as Deputy Director for the Prime Minister's Policy Unit after initially joining the Cabinet Office as a policy adviser under the former Labour Leader, Tony Blair. Prior to this, Antonia worked as an Associate Director at Ernst and Young in Sydney, Australia and as a Manager for Economics and Policy at PwC. Antonia's early Government career included Head of Employment Policy, Pensions Reform as well as Private Secretary to the Secretary of State for Work and Pensions.



Jane
Williams

Jane is an experienced Board member and NED. Throughout Jane's career, spanning 30 years in global businesses, she has developed corporate brand working for a number of high profile, successful companies in the Retail, Telecoms, IT Services and Financial Services sectors e.g. JLP, PwC, Deutsche, SSE, ABN Amro, Cable and Wireless Group Ltd and the Post Office. Jane has also served as an IT Executive Committee Member for two national organizations in retailing and banking. She has built effective remuneration committees as an advisor, member and chair, including establishing remuneration strategies to develop performance.



Catherine
Workman

Catherine is a partner at global Law Firm Pinsent Masons LLP; she specialises in delivering major pieces of infrastructure in Europe and the Middle East advising Governments and private sector sponsors on pathfinding projects. Catherine is currently a Pinsent Masons board member and has participated in the board-led transformation of the firm. She also sits on the newly created Nominations Committee. Catherine is a board member of the British Aviation Group - a body created to promote the expertise of its members in the aviation space, internationally, which includes hosting inward and outward missions for UKTi. Catherine qualified as a lawyer in 1994.



Shefaly
Yogendra

Shefaly is an early adopter of social technologies and advises companies on their strategic impact and use. She also advises investors on risk assessment and strategy. Shefaly is the co-founder of Livyora Limited, a fine jewellery company in London, and a teacher of multidisciplinary and creative thinking. Earlier she worked in corporate venturing and risk assessment for investors in emerging economies. Shefaly is currently working with Italy's largest accelerator programme on developing Italian start-ups in technology and developing a strategy for Italian creative start-ups. She is also a mentor with Indie Bio, the world's first synthetic biology accelerator. Shefaly is an Electronics Engineering graduate with an MBA in Strategy and New Ventures and a PhD in Decision-making (Cambridge).

1 0 0 W O M E N
T O W A T C H



The 2016 100 Women to Watch supplement forms part of the 'Female FTSE Board Report 2016 - Women on Boards: Taking stock of where we are'. The report is sponsored by KPMG and the Government Equalities Office.

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KPMG Connect On Board

At KPMG, we recognise the benefits in recruiting talented people from diverse backgrounds to ensure our business mirrors the communities we work in and serve. We designed KPMG Connect On Board, an online platform, to connect candidates from a diverse talent pool with organisations seeking non-executive directors, from our wide network and beyond. By allowing aspiring and current non-executive directors to convey the full extent of their experience and career aspirations, as well as their CV, Connect On Board brings you a wider range of candidates than you might otherwise consider.

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