

# The Female FTSE Board Report 2019



## 50 Women to Watch 2019

Since 1999, our annual Female FTSE benchmarking report has provided a regular measure of the number of women executive directors in the top 100 firms. The Women to Watch supplement has showcased the range of female professionals ideally suited to positions as non-executive directors (NEDs) on the boards of FTSE 350 companies now or in the near future. We are proud that this report has become a reference point for search firms, nomination committees and shortlists for NED positions in FTSE 350 companies. Cranfield continues to lead the way in challenging industry to push its boundaries on gender diversity on boards.

The composition of current boards does not yet reflect the international markets in which FTSE companies operate (as stated by Rt Hon Margot James, MP, at the launch of the Parker Review into the ethnic diversity of UK boards), and, "it makes business sense to recruit directors from as broad a base as possible, across the demographic of the UK" (BEIS, 2017). In recent responses to this, the Parker Review has advocated for greater ethnic representation in FTSE 350 listed firms. Additionally, the Hampton-Alexander review into increasing the number of women in senior positions in FTSE 350 companies points to the significance of gender diversity in the pipeline of talent into the boardroom. We take the opportunity to align these agendas.

This year's 2019 Cranfield Female FTSE Board Report highlights the broad and deep female talent pool for 'UK plc' to draw on, challenging Chairs, directors and executive search firms to go 'beyond the numbers' and 'think intersectionally'. Adopting an intersectional perspective means paying attention to diversity across, as well as within diversity dimensions, for example, looking at women's nationality, race/ethnicity, education, sector experience and age. For 2019's Women to Watch, we showcase fifty talented women from black, Asian and other minority ethnic backgrounds across industry, academia, government and the third sector, for potential consideration for director positions on FTSE-listed boards now or in the near future. These women join the 900 women showcased in previous years' reports.

In compiling this list, to ensure reliability and validity, we developed criteria in consultation with Dr Patricia Pryce (who has contributed to the list since its inception and compiled it over the last five years) and other stakeholders. Using these criteria, we solicited names from a wide range of sources, including previous contributors and our network of executive search consultants and executive level colleagues, to compile the profiles using publicly available evidence. Dr Doyin Atewologun and Fatima Tresh would like to thank the Black British Business Awards (BBBAs) and The Network of Networks (TNON) for partnering with us on this research. We would also like to thank Dr Pryce for her guidance as well as our associates and colleagues who have helped identify this year's talented women.



**Dr Doyin Atewologun**  
Director of the Gender,  
Leadership and Inclusion Centre  
Cranfield School of Management



**Fatima Tresh**  
PhD researcher  
University of Kent



# Partners' foreword

**In recent years, important progress has been made in relation to the representation of women on FTSE boards. There is 32% female representation on FTSE 100 boards, up from 6.7% in 1999 when the first Female FTSE Report was published. This is to be applauded. However, it has not been lost on us that this wave of progress has largely been fronted by, and given favour to, a certain type of woman.**

Ironically, the composition of the women who have “made it” appears to reflect an emerging trend that replicates some of the characteristics of bias that led to the call for greater gender inclusion in the first place. Women of colour are conspicuously underrepresented at 3% in the FTSE 100. We acknowledge that this is not by design. However, it does reveal a blind spot, the result of which is that not all types of women have been meaningfully included. Women of colour are often missing from the boardroom inclusion discourse, from the search firm shortlists and, ultimately, from the PLC board. The Black British Business Awards (BBBAwards) and The Network of Networks BAME/ Multicultural Chapter (TNON) are proud to support this year’s Women to Watch special edition, chronicling the accomplishments of 50 inspiring senior business leaders of black, Asian and other minority ethnic (BAME) backgrounds.

We join Cranfield University in this bold step to disrupt the status quo by declaring, through the profiles of these 50 impressive women, that BAME women of commercial excellence and tenure exist in significant numbers. In 2019, it is simply unacceptable for any FTSE 350 nomination committee to refer to the common refrain that there are no BAME women on boards because the talent does not exist.

The intent is to shine a light on the breadth of talent available. As such, there are many women in this supplement who have not previously been featured in other publications. The women identified in this special edition are being lauded for their prowess in delivering notable commercial success and industry impact, rather than placing primary emphasis on their contribution to the social change agenda.

We do not propose to replay the well documented moral, legal and commercial arguments as to why diversity matters. However, we do wish to refer to McKinsey’s findings in 2018 that companies in the bottom quartile for both gender and ethnic/cultural diversity were 29% less likely to achieve above-average profitability than other companies in their data set. This is a data point worth reflecting and acting upon.

We would like to applaud Dr Doyin Atewologun, Fatima Tresh and Dr Patricia Pryce for their tremendous efforts as stewards of this special edition, and member representatives of TNON for their engagement in this important project.

**Diane Greenidge**  
Founder, TNON

**Sophie Chandaoka**  
Chair, TNON Advisory Panel  
Co-founder and Chair of  
Judges, BBBAwards

**Melanie Eusebe**  
Chair and Co-founder,  
BBBAwards



## Women to Watch 2019



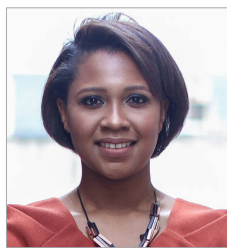
Runa  
**Alam**

Runa has extensive senior executive experience acquired over 30 years in investment banking, emerging market management and private equities. She is co-Founding Partner and CEO of Development Partners International (DPI), a pan-African private equity firm with over £866 million of assets under management. Prior to this, she was Chief Executive of two African private equity funds and Director of the AIG Africa Infrastructure Fund. Runa started her career in New York, working for investment banks Morgan Stanley and Merrill Lynch. She now sits on the Board of several African companies and organisations, including being a member of the Emerging Market Private Equity Associations Advisory Council and African Council.



Sonita  
**Alleyne OBE**

Recently elected Master of Jesus College, University of Cambridge, Sonita will begin her new role in October 2019. In 1991, Sonita co-founded Somethin' Else, an award winning strategy and production company for TV, radio, podcasts, social media and online content. Somethin' Else distributes shows to more than 200 radio stations in over 65 countries, with Sonita now taking a Non-Executive Director role within the company. She is a member of the BBC Trust, Chair of the British Board of Film Classification, and a Board Member of the London Legacy Development Corporation, a mayoral development corporation born out of the 2012 Olympic Games. She is a member of the Court of Governors at the University of the Arts London and a trustee of the Islington Arts and Media Trust.



June  
**Angelides**

June is a venture capital Investment Manager at Samos Investments. She is also Founder and CEO of Mums in Technology, the first child-friendly coding school in the UK, set up in 2015. Prior to her current roles, June was a tech investment banker at Silicon Valley Bank, focused on accelerator growth and entrepreneur banking. She is the founding ambassador for the FiftyFiftyPledge, a community for gender equality in venture capital and the distribution of capital in start-up contexts. June is Chair of the Future Skills Programme and was named the 15th most influential Woman in Tech by Computer Weekly in 2018.



Nancy  
**Armand**

Nancy is Executive Vice President and Global Head of Customer Strategy and Insight in Global Marketing for Retail Banking and Wealth Management (RBWM) at HSBC Holdings plc, one of the world's largest banking and financial services firms. Here, she applies customer insights to develop marketing strategies that strengthen the HSBC brand for RBWM globally. With more than 20 years of progressive corporate success in consumer and business marketing, having held brand and management positions with Dun & Bradstreet, American Express and AT&T. Nancy joined HSBC in 2006, where she has also held the role of EVP and Head of Advance, a premium banking proposition serving working professionals. Nancy is a member of the Executive Leadership Council (ELC)\*.



Magdalene  
**Bayim-Adomako**

Magdalene is an Investment Director at Impetus - The Private Equity Foundation. In this role she provides management support to CEOs and SMTs of high potential charities to make them more effective in transforming the lives of young people from disadvantaged backgrounds. Specialising in banking law and advising on acquisition finance, structured receivables and trade and commodity transaction, she was previously a Partner at White & Case. Here, she held the position of co-Head of Bank Finance across the firm's Banking Capital Markets Group. Prior to this, Magdalene was Director in-house Counsel at UBS AG. She started her career at Clifford Chance as a trainee.



Nadja  
**Bellan-White**

Nadja is Chief Client Officer EMEA and Executive Partner at The Ogilvy Group. Her previous roles at the company include Executive Vice President for Global Brand Management, Senior Partner and Managing Director. She was also CEO of Ogilvy & Mather Africa, where she oversaw more than 50 markets with top clients including Coca-Cola and Nestle. Prior to this Nadja was Senior Vice President and Marketing Director at Publicis Modem and Senior Vice President of Urban Concepts at CoActive Marketing Group. She has more than 25 years' experience in the creative industry.



Randa  
**Bessiso**

Randa is Director of the University of Manchester's Middle East Centre in Dubai. With more than 25 years' experience in business education, Randa has contributed to establishing many successful businesses and brands through market entry strategies, company start-ups and channel development programmes. As Founding Director, Randa was instrumental in setting up the Middle East Centre and, with more than 2,400 part-time MBA and MSc students, it is one of the largest and most successful professional communities of its kind in the region. Before joining the University in 2005, Randa was International Business Director for UK eUniversities Worldwide.



Nina  
**Bhatia**

Nina is Managing Partner at Pacemakers.io, helping businesses to implement digital change, with a focus on banking, payments and financial services. Prior to this, she led the launch of Hive, part of the energy and services multinational Centrica. She also held the position of Centrica's CEO and Managing Director at Centrica Connected Home. Earlier in her career, Nina was Commercial Director and Managing Director at British Gas, after starting out at McKinsey & Company. In 2017, Nina was awarded the Digital Masters Award for Transformational Leadership. She is an Advisory Board Member of Cambridge Judge Business School and a Non-Executive Director at Domestic & General.



Farmida  
**Bi**

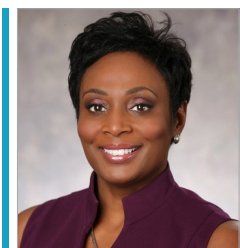
Farmida is a Partner at Norton Rose Fulbright, having joined in 2018. She is the law firm's EMEA Chair and European Head of Islamic Finance, having previously worked at Clifford Chance and JP Morgan. Farmida specialises in capital markets and Islamic finance transactions. As EMEA Chair, she is steering the business through its 2020 business transformation programme. Her recent work includes advising the International Committee of the Red Cross on the world's first Humanitarian Impact Bond, and guiding Lloyds Bank through a Supreme Court case confirming its redemption of £3.3 billion of enhanced capital notes, issued at the height of the banking crisis. Farmida was listed in The Lawyer's Hot 100 Leaders for 2019.



Mary  
**Boakye**

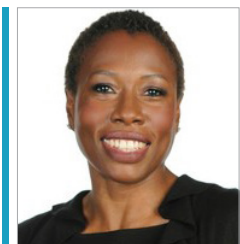
Mary is the Managing Director of Oriol Associates, a strategic advisory boutique and legal consultancy that helps international businesses and individuals make successful and responsible investments in sub-Saharan Africa. With extensive experience in international finance, Mary co-led the team that advised the Republic of Ghana on its 2007, 2013, and 2014 sovereign bond issues. She is also now a Senior Advisor at Dentons, the world's largest law firm, following positions of Partner and Head of Africa Financial Markets Group at the company. Considered to be one of the leading experts in the field on Africa, she has been recognised by The Lawyer as one of the UK's Hot 100 Lawyers. Mary also featured in Cranfield's Women to Watch in 2018.





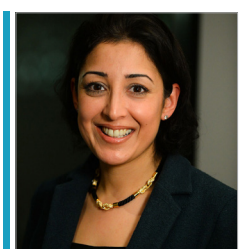
Julia  
**Brown**

Julia is the Chief Procurement Officer at Carnival Corporation, where she oversees strategic sourcing and supplier relationship management. Working across the company's 10 brands, she leads a team who strategically procures goods and services to strengthen supplier relationships and leverage its global scale across a \$9 billion spend. Prior to this role, Julia was CPO on the global management team and Business Transformation Leader - Latin America (food and beverage) for Mondelez International. With experience in roles at Diageo, Clorox and Gillette, Julia has a long and established track record of leading transformations in the consumer products, leisure, travel and tourism industries. Julia also featured in Cranfield's Women to Watch in 2016 and is a member of the Executive Leadership Council (ELC)\*.



Sonia  
**Cargan**

Sonia is Chief Diversity Officer of American Express. She has served as Vice President of HR in the UK and Singapore, and Vice President, HR Business Partner in Global Finance and Worldwide Staff Groups, representing 3,500 employees around the world. Sonia has worked at American Express for 22 years, driving HR services across the business, including the General Counsel's Organisation, Global Advertising and Brand Management, and Corporate Affairs and Communication. As Chief Diversity Officer, Sonia leads a seven-strong team of diversity and inclusion professionals, focusing on evolving the company's initiatives to attract, hire, develop and retain the best talent and promoting an inclusive culture throughout the employee lifecycle.



Monica  
**Chadha**

Monica is a senior media executive with 20 years' experience in entertainment and digital media. At 24, Monica was appointed to her first Non-Executive role at the British Association for Screen Entertainment. She has held senior positions including Head of Operations at Metrodome Group plc, Production Director of Prism Leisure Corporation plc, Non-Executive Director of Voddess Portal, Chair of the British Board of Film Classification Working Party Group and Advisory Board Member of BAFTA, before being appointed CEO of MyMovies.net in 2011. Since 2013, Monica has pursued a non-executive career on the board of Obviously Creative Ltd, as Chair of the British Independent Film Awards Advisory Board and on the governing body of Queen Mary University of London as Vice Chair and Chair of the Remuneration Committee.



Radhika  
**Chadwick**

With a background in strategy and technology, Radhika has 25 years of experience helping private and public sector organisations rethink complex strategic issues and refocus for success. As the Head of EY's (previously Ernst & Young) UK Central and Digital Government team, Radhika helps governments strategically reevaluate their policies and agenda in order to improve and digitalise how services are provided. She has been a partner at EY since 2014. With previous experience at AT Kearney, PwC and Hewlett-Packard/EDS, Radhika also serves on the board of UK charity, The Restorative Justice Council, and is a Sloan Fellow in Strategy and Leadership at the London Business School.



Therese  
**Chambers**

Therese is Director of Retail Investigations and Director of Strategy, Policy, International and Intelligence, Enforcement and Oversight at the Financial Conduct Authority (FCA). Before this, she held roles as Head of Wholesale Enforcement and Chief Litigation Counsel at the FCA, having now been with the organisation for 20 years. Therese started her career in private practice as a commercial litigator in the City before moving to the FCA. She is an expert in UK market abuse regime, senior management cases and benchmark enforcement, her experience and expertise covering the full range of the FCA's regulatory jurisdiction.



Albertha  
**Charles**

Albertha is a Partner in PwC's Deals business and the UK leader for their Financial Services Valuation business. Her 15 year career in finance has involved advising private equity and financial institutions on strategic and valuation issues from M&A transactions to financial reporting valuations and business plan reviews. Albertha has managed many large multi-territory valuation projects including MetLife's European restructuring valuation work, which involved the valuation of around 30 transactions of life, non-life and service companies and branches. She also led Partner Re's global restructuring valuation project, which saw the valuation of 20 transactions of life and non-life reinsurance businesses.



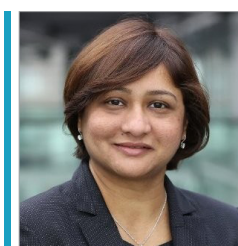
Dr Bijna  
**Dasani**

As Head of Architecture and Innovation for Lloyds Banking Group, Bijna has extensive global banking and financial services experience. Her focus is on agile transformation, data capabilities and management, business design and governance, as well as operating model production for group brands across Lloyd's retail portfolio. With more than 19 years of professional experience, she has worked across EMEA, the Americas and Asia. Bijna is an advisory board member for institutions including FinTech Connect, CIONet, IPQC CDO Exchange, and the Inclusive Companies Network, receiving an Honorary Doctorate from De Montfort University in 2018. Bijna is also a Fellow of the Royal Society for the encouragement of Arts, Manufactures and Commerce (RSA).



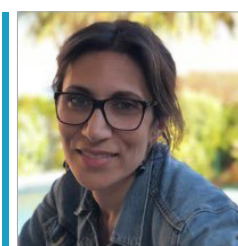
Kru  
**Desai**

Kru is Chairperson and Advisor to Zinc Network, supporting the senior management of the communications agency that helps communities, brands and governments drive positive social change. Having held this role since 2018, Kru was formerly a Partner at KPMG, leading the Government and Infrastructure practice, and as a Non-Executive Member of the KPMG UK Board. Her 25 year career has included advising national and regional Governments, Health Authorities and private sector providers in improving the performance of public services, particularly in implementing technology-enabled transformation programmes. Kru recently became an Independent Council Member and Non-Executive Director of the Audit and Risk Committee and Remunerations Committee at City University.



Purvi  
**Domadia**

After starting her career at Arthur Andersen, Purvi has spent the last 14 years at professional services firm, EY (formerly Ernst & Young) and is now a Capital Markets Partner, specialising in cross-border transactions. Through her extensive experience in advising companies on IPOs in the US, UK and countries across Asia, she has helped many organisations raise the capital to achieve accelerated growth, as well as supported high-yield bond transactions and transactions related accounting and reporting. Purvi is a core member of the EY Divestiture Advisory team and has extensive experience of divestment, having led many cross-border disposals.



Maha  
**El Dimachki**

Maha is Head of the Payments Department at the Financial Conduct Authority (FCA). Having joined the FCA to set up the team in 2017, she is responsible for crafting and implementing the FCA supervisory strategy for the UK Payments Sector. In a career spanning more than 20 years, she has worked in multiple markets in retail banking as well as wholesale and institutional cash management, both across Europe and in Australia. Following her roles as Head of Corporate Treasury Sales at Bank of America Merrill Lynch, Maha joined RBS, first as Head of Bank Partnerships and then COO of EMEA Capital Resolution. Outside her corporate roles, Maha has worked as a mentor for the Cherie Blair Foundation as well as holding other board roles for not-for-profit organisations.



Dr Navina  
**Evans**

Navina is CEO of the East London NHS Foundation Trust. Holding responsibility for the Trust's entire corporate and clinical operations, Navina provides vision, leadership and clarity for more than 5,500 members of staff. Under her leadership the Trust has gained commissioning responsibility, entered a budding arrangement with Norfolk and Suffolk Foundation Trust, and won a £39 million community services contract in Bedfordshire. Navina has held numerous positions across the Trust, including Director of Operations, Deputy CEO, Director for Mental Health and Clinical Director for Child and Adolescent Mental Health Services. She is involved in Medical Education at Barts and The London Medical School as an Honorary Senior Lecturer, Associate Dean and Academic Year Tutor. In 2018 she was named as the second most influential NHS Chief Executive in the country.



Haifa  
**Fahoum Al Kaylani**

Haifa is Founder and Chair of the Arab International Women's Forum. She is a development economist, having started her career as a junior economist for the United Nations. Haifa is now an Advisory Board Member at The Middle East Institute, School of Oriental and African Studies, University of London, as well as Board Director of the EastWest Institute and Board Member of The Arab British Chamber of Commerce. In 2017, Haifa became a Fellow of the Advanced Leadership Initiative at Harvard University. Together with 45 other global leaders, her focus is economic development through job creation, entrepreneurship, education and economic empowerment for Arab women and youth internationally. She also joined the ILO Global Commission on the Future of Work in 2017.



Sandra  
**Federighi**

As Global CFO for luxury fashion brand, Stella McCartney, Sandra has played a central role in the growth and evolution of the company into the leading fashion retailer it is today. Starting her career at Gucci, Sandra has substantial experience across a range of accounting and operational areas working in international environments. She was instrumental in enabling Stella McCartney's growth from a wholesale start-up into an established market leader with an international chain of retail stores. Key achievements included opening new stores around the world, acquiring former partners in Japan and Hong Kong, as well as undertaking a comprehensive cost reduction programme that has generated a 10% reduction in operating expenditure.



Irvinder  
**Goodhew**

Irvinder is Transformation Director for Lloyds Banking Group, her role focuses on transforming how Lloyds delivers digital products and services to their 70 million customers. With 10 years' experience at board level, she has led many organisations through critical transformational change programmes including Sainsbury's Ltd, where she successfully delivered the CEO's Transformation Programme. During her career she has worked in the UK, and in countries across Asia and Australia, gaining practical operational experience in the retail, consumer and industrial sectors.



Tracey  
**Harrison**

Tracey joined the multinational professional services firm, EY (formerly Ernst & Young), in 2015. As Partner and Chief Innovation Officer for their UK & Ireland Advisory Services, she specialises in transforming operations and managing teams at scale. Prior to this, she was Managing Director at Accenture, working there for more than 20 years. Having worked across Europe, North America and Asia, Tracey has successfully managed, scaled up and developed offshore teams in the Philippines, China and India. Passionate about social mobility and realising the potential of young people, Tracey has represented the EY Foundation and worked with the Stephen Lawrence Charitable Trust, as well as setting up her own foundation to provide education funding to students in Manila.



Nnenna  
**Ilomechina**

Nnenna is a Managing Director at Accenture Strategy, responsible for driving growth through optimum performance in technology and online businesses in the UK and Ireland Communications, Media and Technology Strategy Portfolio. Before joining Accenture in 2016, Nnenna was a Senior Director at AlixPartners, a global performance improvement, turnaround and restructuring management advisory firm. Nnenna is a regular contributing writer on business transformation issues for Ventures Africa, a magazine focused on promoting business and entrepreneurship in Africa.



Rob  
**Knight**

Rob is Managing Director and Global Head of Guideline Management and Transaction Reporting at Barings. She is a member of the investment management firm's Operations Leadership Team and sits on the Client Asset Oversight Committee. Having worked in asset management for more than 20 years, she joined Barings in September 2000 as Head of Operational Compliance. Prior to joining Barings, Rob worked for Citigroup, leading a London based fiduciary risk management team. She is passionate about influencing investment professionals to focus on the needs of clients and has written on the subject in industry journals, while addressing other operational risk topics. Rob is also Chair of the Investment Association Transaction Reporting Committee. Rob is a member of the Executive Leadership Council (ELC)\*.



Fayola-Maria  
**Jack**

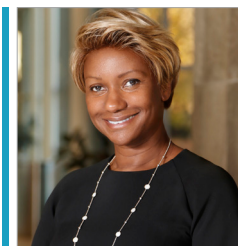
Fayola-Maria is Head of Defence Commercial for Air at the UK Ministry of Defence. She currently oversees a £3.5 billion commercial portfolio for the Royal Air Force. Before moving to this role in 2018, she was Deputy Director of the Complex Transactions Team and Head of Dispute Resolution Practice for HM Government in the Cabinet Office. She has held the position of Head of Legal and Commercial for UK and Ireland with the ManpowerGroup, and Head of Legal and Commercial Contracts in Europe for Enterprise Holdings. She was a board member of IACCM between 2012 - 2016.



Rosalind  
**Kainyah MBE**

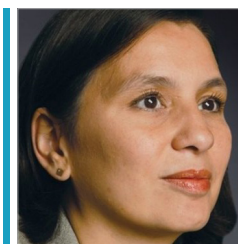
Rosalind is the Founder and Managing Director of Kina Advisory Limited and Kina Investments Limited, providing advice to public and private sector clients on economic, political and social issues critical to the success and sustainability of mining oil and gas operations. She is a Non-Executive Director at Aker Energy AS and CalBank Ltd, GEMS Africa, and Invest in Africa. Before founding Kina Advisory in 2014, Rosalind was a lawyer, and later Executive Director, at De Beers Group Diamond Trading Company, where she set up De Beers Inc, the representative office in North America. Prior to this, Rosalind was VP of External Affairs and CSR at Tullow Oil, having started her career as a corporate lawyer at Linklaters. Rosalind was awarded an MBE for services to CSR for the benefit of youth in Africa.





Suzan  
**Kereere**

Suzan is the Global Head of Merchant Sales and Acquiring at Visa. Before joining Visa in 2016, she was Senior Vice President of the National Client Group, Global Merchant Services for American Express. Here, she led the strategy and execution of the business's move to EMV and the launch of contactless payments. Now, after building her career in finance, global operations, servicing and business development, leading teams across Europe, Asia and North America, Suzan is responsible for Visa's international growth strategies and innovation. As well as sitting on the Board of the Grange Mutual Casualty Company, Suzan supports not-for-profit organisations, including the American Red Cross and the Zawadi Africa Education Fund. Suzan is a member of the Executive Leadership Council (ELC)\*.



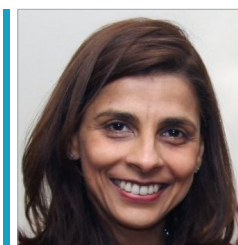
Sarah  
**Lee**

Sarah is Head of the Dispute Resolution Group at law firm Slaughter and May, acting on behalf of major corporates, financial institutions, government bodies and international organisations to handle commercial disputes. She joined the firm in 1993 and was promoted to Partner in 1999. Sarah has won a series of high profile cases, including successfully acting on behalf of Ford of Europe Inc for the return of more than £76 million paid in corporation tax. Sarah is listed as a leading individual for Contentious Tax in 'Chambers UK: 2018' and as a leading practitioner in the 'International Tax Review: Tax Controversy Leaders Guide: 2018'. She is also a CEDR accredited mediator, and a Trustee and member of the Management Committee of the Royal Courts of Justice Legal Advice Bureau.



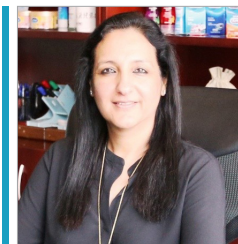
Adeeba  
**Malik CBE**

Adeeba is Deputy Chief Executive of the award winning Bradford based charity QED Foundation, focused on eradicating poverty by delivering education, training and employment services to disadvantaged communities at neighbourhood level. Adeeba has held many board level and ministerial roles in the UK over the last 20 years, including sitting on the boards of British Waterways and the Women and Work Commission, as well as regional development agency, Yorkshire Forward and Bradford Opportunity Area. She is also Governor of Sheffield Hallam University and a member of The Cabinet Office Race Disparity Advisory Group. A former teacher, Adeeba was awarded an MBE for her work with minority ethnic individuals and businesses and a CBE for services to community cohesion.



Aruna  
**Mehta**

Aruna currently holds a number of positions, including Vice Chair of the Board at The Kemnal Academies Trust, Non-Executive Director at the UK's largest housing association, Clarion Housing Group, and at the Epsom and St Helier University Hospital NHS Trust. She has been building a portfolio of Non-Executive Director roles since 2013. With more than 20 years of experience in banking and finance, particularly in the implementation of risk, control and compliance frameworks, Aruna was previously Senior VP at Northern Trust and Managing Director and Global Head of Operational Controls at JP Morgan, where she started her career.



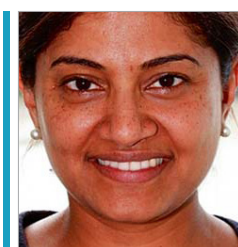
Hina  
**Nagarajan**

Hina is Managing Director of Africa Emerging Markets at Diageo and sits on the Board of Directors for the Diageo listed companies in Ghana and the Indian Ocean. With more than 30 years' experience in the consumer health, infant nutrition and lifestyle industries, Hina leads Diageo's business operations across Ghana, Ethiopia, Cameroon, Indian Ocean and Angola. Her key responsibilities include P&L delivery, investment, category and whitespace entry strategies and M&A. Hina is responsible for Corporate Governance and Compliance for all the business units in her region, leading 1,400 people in her current role.



Tulsi  
**Naidu**

Tulsi is CEO of Zurich UK, a role she has held since 2016. As a business leader with more than 20 years of international financial services experience, Tulsi has a track record of driving results in a complex business and regulatory environment and delivering large scale business transformation. Before this role, she was Executive Director and Chief Operating Officer at Prudential UK and Europe. She is a member of the FCA Practitioner Panel, the ABI board and the CBI President's Council. Tulsi is a Trustee of Pilotlight, a charity that matches skilled business leaders with charities and social enterprises across the UK, and TeachFirst, an organisation that recruits teachers onto their training programmes for schools in areas of high economic deprivation.



Priya  
**Nair**

Priya is Managing Director of RBC Capital Markets. Here she has also held the roles of Head of Product, Private Capital Services, Head of Structured DCM, Head of Credit Financing and Solutions and Head of Origination and Syndication of Structured Products. Starting her career as a graduate trainee at Deutsche Bank, Priya rose to the position of Vice President, before joining Citi as a Director and Head of Origination, Structuring and Syndication of Structured Credit. She joined RBC Capital Markets in 2007, where she has used her broad and deep experience in financial services to deliver stakeholder, change and financial management across the company.



Professor Irene  
**Ng**

Irene is a Professor of Marketing and Service Systems and the Director of the International Institute for Product Service Innovation at Warwick Manufacturing Group (WMG), University of Warwick. She leads the design and engineering of data platforms, transactions, economic and business models to help understand the role of markets for data and digital economy. Before academia, Irene was CEO of SA Tours and the founder of Empress Cruise Lines, a company with an annual turnover of US\$250 million, which she sold in 1996. Irene is a Senior Member of Wolfson College, Cambridge and a Turing Fellow, as well as being Chief Executive and co-Founder of HATLAB, HAT Data Exchange and Innovorsa, which invests in and incubates start-ups.



Chinwe  
**Odimba-Chapman**

Chinwe is a Partner at law firm Clifford Chance. Specialising in contentious and non-contentious employment law, she advises on a wide range of labour and HR issues in the UK and overseas. Current briefs include being part of the team advising Exact Group B.V. on the sale of its US based business division to Apax Partners, as well as advising Saudi Arabia's National Titanium Dioxide Company (Cristal) on the sale of its titanium dioxide business to Tronox Limited, for more than US\$1.6 billion and 24% of the shareholding in Tronox. Chinwe joined Clifford Chance as a trainee more than 17 years ago, becoming Partner in 2018.



Ugo  
**Ojike**

Ugo is Managing Director, Northern Europe Contract Management Lead at Accenture. Experienced in negotiating and the commercial management of large IT Consulting, Technology and Digital projects, as well as delivering transformation programmes, her core focus is contract management. Ugo's early career was spent at KPMG, where she trained as a Chartered Accountant, until she moved to Accenture, where she has worked for the last 25 years. Ugo also serves on a governing committee for children who have been excluded from mainstream schools.



Kathy-Ann  
**Quashie**

In her role as Major Corporate Director for BT Enterprise, Kathy-Ann leads BT's trading channel for large enterprise businesses in the UK. Helping to driving customer success through existing and innovative products and services, she has held a number of roles at BT, including Head of Group Revenue Assurance and Risk. In 2014, Kathy-Ann was appointed CEO of BT Expedite, BT's omni-channel retail business. Prior to this, she was Director of BT Group's revenue assurance function, following two years leading its Retail Revenue Assurance team. Before joining BT, Kathy-Ann held a number of senior management roles in the Carphone Warehouse and TalkTalk Group.



Jagdeep  
**Rai**

Jagdeep is Head of Corporate Banking (Heathrow and South West London) for Barclays. Leading a team of Relationship Directors and Managers, she provides corporate banking solutions for companies across a range of industries. Starting as a graduate, she has been with Barclays for 23 years, with roles including Head of Market Intelligence and Corporate Relationship Manager. Past achievements include growing a portfolio of 120 clients in a specialist Media industry team, exceeding income targets by 143%, and leading a team of 13 Premier Banking Relationship Managers to achieve an income target of £13 million.



Nishma  
**Robb**

Nishma is Marketing Director at Google UK. Leading the ThinkwithGoogle content platform, she has designed and executed some of the industry's most loved events, including YouTube's Brandcast event and Soho House's House Festival. Prior to her role at Google, Nishma was Chief Client and Marketing Officer at iProspect and also Managing Director at Teletext. Nishma has been recognised as one of the most influential and innovative people in the UK's creative industry in The Hospital Club's prestigious h100 awards. Nishma is a Non-Executive Director and a Fellow of The Marketing Society.



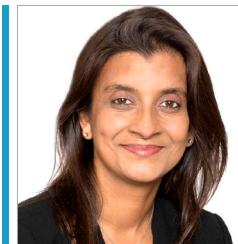
Roni  
**Savage**

Roni is the Founder and Director of Jomas Associates, an engineering and environmental consultancy firm. Roni started her career as a graduate engineering geologist at Harrison Group, before becoming a senior consultant at Bettridge Turner and Partners (BTP), and then Associate Director at Parsons Brinckerhoff, now WSP. Inspired by the supportive environment at BTP, she founded Jomas Associates in 2009. In 2018, she achieved a turnover of £2 million, also securing a position on the prestigious Goldman Sachs' small businesses programme, which helps entrepreneurs create jobs and economic opportunity by providing greater access to education, capital and business support services.



Dame Nemat  
**Minouche Shafik DBE**

Minouche is Director of the London School of Economics. As an economist, she previously held the position of Deputy Governor of the Bank of England, sitting on all of the Bank's major policy committees. In this role she led the Fair and Effective Markets Review and was responsible for over £475 billion. Prior to this, Minouche was the youngest ever Vice President at the World Bank, Permanent Secretary at the Department for International Development and Deputy Managing Director of the IMF. In this role she oversaw the IMF's university, which trains thousands of government officials each year, as well as holding responsibility for human resources and an administrative budget of \$1 billion. She is a Trustee of the British Museum, the Council of the Institute for Fiscal Studies and Governor of the National Institute for Economic and Social Research.



Kalpana  
**Shah**

Kalpana is Chair of RiverStone Managing Agency Ltd and a Non-Executive Director of RiverStone Insurance (UK) Ltd and Asta Managing Agency Ltd. Following an early career on the trading floor for the London Commodity Exchange, Kalpana started her insurance career as Deputy to the Director of Underwriting at Groupama Gan. She was Group Chief Actuary and Partner at Hiscox until 2016, and has chaired and contributed to working parties for the Bank of England, Lloyd's of London and the Bermuda Monetary Authority. Kalpana is a Fellow of the Institute and Faculty of Actuaries and Liveryman of the Worshipful Company of Insurers. She is also a Trustee of Barnet Youth Zones, a charity for children in north London.



Jacqueline  
**Simmons**

Jacqueline is a Senior Executive Editor (Americas) at Bloomberg LP. In her previous role as Executive Editor of Global Business for Bloomberg News, Jacqueline managed a team of more than 150 editors and reporters globally. She started her career as a journalist on the news desk at the Wall Street Journal in New York, before moving to Dow Jones and then Bloomberg. In 2009 Jacqueline was a finalist for the prestigious Gerald Loeb award for her coverage of the European banking crisis. More recently, she has led the Bloomberg Europe team's contribution of the protracted takeover battle for France's Alstom by General Electric, which led to a Loeb submission.



Su-Mei  
**Thompson**

Su-Mei is CEO of leading communications charity, Media Trust, a dynamic social enterprise dedicated to connecting the media and creative sectors in the UK with charities, community organisations and young people. Her career began at Linklaters as a corporate finance associate, during which time she also served as a lecturer and tutor in Law at Kings College London. She has held senior management positions at The Walt Disney Company, Financial Times and Christie's in Asia. Most recently, before relocating back to the UK, Su-Mei served for eight years as CEO of The Women's Foundation, a philanthropic institution dedicated to the advancement of women in Hong Kong.





Nilufer  
**von Bismarck OBE**

Nilufer is Head of Financial Institutions Group and Equity Capital Markets at law firm Slaughter and May. With a wide corporate, commercial and financing practice, she has experience across a range of industries, including financial services, telecoms, pharmaceuticals, biotechnology, infrastructure, retail and media. Nilufer joined the firm in 1990 and was made Partner in 1994. Career highlights include advising UKFI on its disposal of approximately 6% of Lloyds Banking Group for £3.2 billion, as well as advising Treasury on the Williams & Glyn alternative remedies package to resolve RBS's state aid commitment, which received European Commission approval in July 2017. In 2018, Nilufer was awarded an OBE for her services to the financial services industry.



Joy  
**Warmington MBE**

Joy has more than 20 years' experience in the public and third sector, driving organisational development and culture change. She is CEO of Brap, one of the UK's leading equalities and human rights charities. Joy was appointed to the Board of Birmingham and Solihull Mental Health NHS Foundation Trust as an Associate Non-Executive Director in January 2012, becoming a Non-Executive Director in May 2013 and Vice Chair since June 2016. As Chair of their Integrated Quality Committee, she ensures the effectiveness of quality and safety in the Trust. In addition to guiding the Department of Health on health inequalities, Joy has advised the Prime Minister's Office, Equality and Human Rights Commission and Department for Education, being awarded an MBE in 2019 for services to healthcare and the community in the West Midlands.



Jacky  
**Wright**

Jacky is the Chief Digital and Information Officer for Her Majesty's Revenue and Customs (HMRC). She is driving digital transformation at HMRC, through the Making Tax Digital programme, one of the biggest ever changes to the UK tax system. Prior to this, she was Corporate Vice President at Microsoft. Jacky has also held the role of Chief Information Officer at BP and GE respectively. Recognised for her unique ability to balance strong operational experience with driving innovation, Jacky also sits on the Board of Year Up, an organisation helping young adults secure internships and employment opportunities, and the Women's Innovation Council. She was named the UKtech50's most influential person in UK IT 2018 and was featured in Cranfield's Women to Watch in 2018. Jacky is a member of the Executive Leadership Council (ELC)\*.

\*The ELC is a membership organisation committed to increasing the number of global black executives on corporate boards and in global enterprises. ELC members are current and former black CEOs, senior executives and board directors.

# About us

## Author biographies:

Dr. Doyin Atewologun is Director of the Gender, Leadership & Inclusion Centre at Cranfield School of Management. A Chartered Business Psychologist, she is one of the foremost experts on leadership and intersectionality in organisations in the UK. Doyin's research on leadership and multiple identities has won many awards, and she works closely with industry to apply insights into action. Doyin is Academic Advisor on the government-backed review led by Sir John Parker (Chairman of Anglo American Plc) into ethnic diversity on FTSE 100 boards and recently co-authored a review of the effectiveness of unconscious bias training for the Equalities and Human Rights Commission. She is currently providing advice to the NHS on an inclusive talent management strategy for NHS directors. Together with Roger Kline OBE, she recently completed a review for the General Medical Council on the over representation of minority ethnic doctors in Fitness to Practise cases.

Fatima Tresh is a PhD researcher in the School of Psychology at the University of Kent. Her research examines the influence of psychological variables on assessments of leadership potential. Fatima has extensive research experience in organisational behaviour, including diversity and inclusion, leadership, career progression, and organisational politics. She co-authored the review on the effectiveness of unconscious bias training for the Equality and Human Rights Commission, and the 'Middle Research' report identifying barriers to progressing talented black, Asian and minority ethnic individuals in the UK workplace. Fatima also contributed to the report for the General Medical Council on disproportionate representation in Fitness to Practise referrals.

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The Cranfield Gender, Leadership & Inclusion Centre (GLIC), Cranfield School of Management, builds on Cranfield's long-standing international reputation for research and executive development in the area of gender leadership. The Centre drives an international, applied, research agenda and is a principal source of knowledge and expertise in gender, inclusion and leadership in business in the UK. Research projects within GLIC fall into a number of themes developed in collaboration with practitioner and academic partners. These include:

- gender and boardroom cultures,
- gender and ethnicity pay gap,
- gender and ethnicity in board diversity reporting,
- inclusive leadership,
- evidence-based unconscious bias training,
- intersectionality and multiple identities,
- identities, whiteness and privilege,
- executive education on gender, leadership and inclusion.

The GLIC works closely with government departments, regulators and industry bodies and professional membership organisations such as the Government Equalities Office, Department for Business, Energy and Industrial Strategy, Financial Reporting Council, Financial Conduct Authority, Institute of Directors, Chartered Management Institute amongst others.



[www.cranfield.ac.uk/som/expertise/changing-world-of-work/gender-leadership-and-inclusion-centre](http://www.cranfield.ac.uk/som/expertise/changing-world-of-work/gender-leadership-and-inclusion-centre)

The Black British Business Awards (BBBAwards) is the only premium awards programme of its kind in the UK. The awards enjoy the support of over twenty significant multinational corporations. The BBBAwards celebrate the often-unsung contributions of exceptional professionals and entrepreneurs of black heritage. They focus on commercial excellence and business impact, and have been endorsed by the Prime Minister, Secretaries of State for Business, the Mayor of the City of London and prominent business leaders. The BBBAwards is more than an awards ceremony. The BBBAwards initiatives include: The BAME Middle Manager Talent Accelerator; BAME in the Boardroom; BAME Action Research; and Mentor Mondays. All BBBAwards programmes are evidence based and measure and report impact with rigour.

Visit [www.thebbbawards.com](http://www.thebbbawards.com)  
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The Network of Networks (TNON) BAME - Multicultural chapter was established in 2011 for the purpose of convening leaders of employee networks and resource groups to share best practices in order to help organisations to achieve the goal of increasing representation and advancement of ethnic minority talent throughout the talent pipeline. At its core, TNON is about developing effective future leaders and acknowledging the outstanding contribution that many network leaders make as thought leaders and change agents with respect to the diversity and inclusion agenda within their organisations. This is of critical importance given that the work done by these individuals is largely achieved through voluntary and discretionary effort and often without the benefit of formal training. As a community of practice consisting of more than 60 major private sector organisations including corporates, partnerships and enterprises, we focus on leadership development; exchanging ideas and intelligence; collaborating on important initiatives; and identifying best practice thereby finding ways to increase member networks' strategic relevance to their franchises.

**TNON Leadership**

**Advisory**

Diane Greenidge, Founder  
 Sophie Chandauka, Chair  
 Charlene Brown

**Steering Committee**

Omar Ahmed  
 Rukasana Bhajjee  
 Sarah Essien  
 Sheila Gbolonyo  
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 Rodney Williams

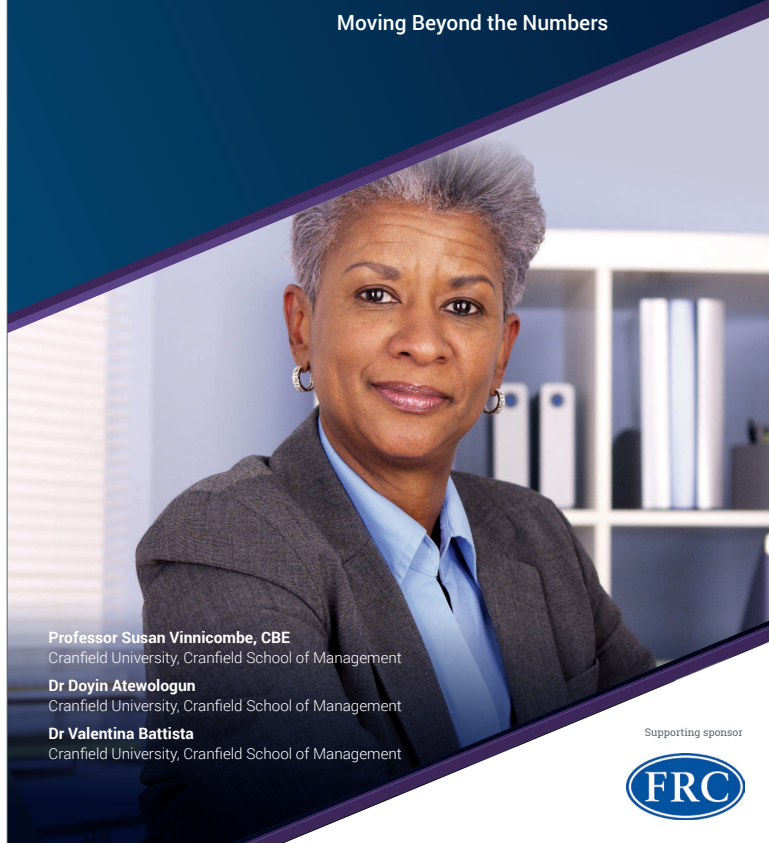
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 #TNONLeads





# The Female FTSE Board Report 2019

Moving Beyond the Numbers



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The Women to Watch 2019 supplement forms part of the Female FTSE Board Report 2019, which is sponsored by the FRC.

