



Major Career Roles

Chair, BT Group plc
Chair, Rio Tinto plc
Chair, SABMiller plc
Chair, British American Tobacco plc
Chair, Financial Reporting Council
Group FD, Compagnie Financière Richemont SA

Other Career Highlights

Senior Independent Non-Executive Director, Marks & Spencer Group plc
Non-Executive Director, Bank of Scotland plc
Non-Executive Director, Lloyds Banking Group plc
Chair, RHM plc
Director, Hanover Direct Inc.
Non-Executive Director, Vendôme Luxury Group plc
Director, Rothmans Inc.