

	Digital/Cyber/AI	Audit/Finance	Risk	Regulatory/ Government	People, Culture & Rem	Project & Change Management	Investment & Asset Management	Commercial	ESG/Sustainabil ity	Education & Training	Reputational Risk Management	Corporate Governance	International Mindset/Experie nce	Legal	Brand & marketing
<b>Peter Wyman</b> Board Chair	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
<b>Mary Hockaday</b> Senior Independent Director	●	○	●	●	●	●	●	●	●	●	●	●	●	○	●
<b>Nina Hingorani-Crain</b> Audit Committee Chair	●	●	●	●	●	●	●	●	○	○	●	●	●	○	●
<b>Liz Barber</b> Risk Committee Chair	●	●	●	●	●	●	○	●	●	○	●	●	●	○	○
<b>Simon Peacock</b> Investment Committee Chair	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
<b>Mark Freebairn</b> Remuneration Committee Chair	●	●	●	●	●	●	●	●	●	●	●	●	●	○	●
<b>Mary Phibbs</b> Independent NED	●	●	●	●	●	●	●	○	●	○	●	●	●	○	○
<b>Richard Nunn</b> Independent NED	●	●	●	●	●	●	●	●	●	●	●	●	●	○	○
<b>Shamshad Ali</b> Independent NED	●	●	●	●	●	●	○	●	○	●	○	○	●	○	●
<b>Malcolm Wood</b> Independent NED	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
<b>Alan Vallance</b> Chief Executive Officer	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
<b>David Franklin</b> Chief Financial Officer	●	●	●	○	●	●	●	●	●	●	●	●	●	○	●

●	Expert - significant, current, experience and expertise Deep, specialized knowledge and extensive practical experience.
●	Advanced - strong understanding and significant hands-on experience. Can contribute effectively to discussions and provide informed guidance.
◐	Intermediate - working knowledge with some practical exposure. Can participate in discussions but may need advice/support for complex issues
◑	Basic - limited understanding; mostly theoretical or introductory exposure. Can follow conversations but unlikely to provide strategic input.
○	No Knowledge - no prior experience or understanding of the subject. Requires full support and development to engage meaningfully