

	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
Peter Wyman Board Chair	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Mary Hockaday Senior Independent Director	●	●	●	●	●	●	●	●	●	●	●	●	●	○	●
Nina Hingorani-Crain Audit Committee Chair	●	●	●	●	●	●	●	●	○	○	●	●	●	○	●
Liz Barber Risk Committee Chair	●	●	●	●	●	●	●	●	●	○	●	●	●	●	●
Simon Peacock Investment Committee Chair	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Mark Freebairn Remuneration Committee Chair	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Mary Phibbs Independent NED	●	●	●	●	●	●	●	●	●	○	●	●	●	●	●
Richard Nunn Independent NED	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Shamshad Ali Independent NED	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Malcolm Wood Independent NED	●	●	●	●	●	●	●	●	●	●	●	●	●		
Alan Vallance Chief Executive Officer	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
David Franklin 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