



WomenCount

Charity leaders 2012

Benchmarking the participation
of women in the UK's largest charities.

A report by Norma Jarboe OBE

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Foreword



I am delighted to have the opportunity to introduce “Women Count”, the first Female Charity Index. The Index sets out the number of female chief executives and chairs in the top 100 charities by net assets and by income each year. The picture is broadly positive, with more women in the most senior roles than in the FTSE 100 companies, but there is still a long way to go.

Lord Davies’ work on women on boards has acted as a catalyst for progress in the private sector, and he has played a leading role in galvanising action by business. We have supported his business-led approach, which has enabled companies to make progress in a way that suits the individual needs and demands of their organisation. The new Charity Index will give valuable insight into the state of play for women in senior positions in the voluntary sector and will, I hope, have a similarly catalytic effect.

Recognising that women outside the corporate mainstream can be well-qualified to be appointed to UK boards, the Charity Index can not only support Lord Davies’ recommendation that populations of women from outside the private sector should be recognised, but also the Government aspiration for fifty per cent of new appointees to the boards of public bodies to be women by the end of this parliament.

Women make up two thirds of the voluntary sector workforce, so I would also encourage more charities to take part in the “Think, Act, Report” scheme. This voluntary initiative promotes greater openness on gender equality and encourages organisations to address the issues that women can face in the workplace, and to help attract, retain and promote talented women to the very highest levels. After all, our future economic prosperity requires that we make full use of the skills and experiences that women bring to our economy.

A handwritten signature in black ink, appearing to read 'Theresa May'.

Rt Hon Theresa May MP

Home Secretary and Minister for Women and Equalities

Introduction

Women Count: Charity leaders 2012 is a new, annual benchmark that indexes the participation of women as trustees, chairs and the most senior executives in the UK's largest charities. It is intended to complement the work of others who support, measure, analyse and report on the representation of women in leadership roles. Across the public and private sectors, this includes:

- Lord Davies' review, *Women On Boards*
- Cranfield University's *Female FTSE Report*
- The Commissioner for Public Appointments
- The Equality and Human Rights Commission's *Sex and Power*
- Cass Business School's mentoring programme for charity leaders
- The alliance *Counting Women In*
- Umbrella bodies such as Association of Chief Executives of Voluntary Organisations and the National Centre for Voluntary Organisations

The report considers why having an annual benchmark matters not just for the charities concerned but for others in the private and public sectors. It provides league tables and analysis of women's representation in leading charities that are either the largest by annual income or net assets. Finally, recommendations are made as to how to improve representation and to better tap the wealth of female talent found in the charity sector.

This report reveals that men lead – as trustees, chairs and chief executives – the vast majority of the very largest charities in the UK but to a much lesser extent than they do in the private sector. It also reveals the wealth of female talent found in the sector. Current leaders of charities need to take action to address the gender imbalance of trustees, their chairs and of their senior executives. Others who are seeking to fill board and senior positions in the private and public sectors would do well to consider the rich female talent pool in this sector.

1. Why have an index?

An annual index allows the charity sector and its stakeholders to compare the progress individual charities are making (or not making) in diversifying their boards. There are multiple reasons why progress is important:

1.1 Charities and their leaders matter

For centuries charities have been a mainstay of civil society and at the forefront of social change. Charities provide public benefit through their operations, information, advocacy or grant giving. They are key players on the national and international scene, act in partnership with the private and public sectors and respond to areas of needs that are neglected by others. The areas they address are wide and varied and include education, the arts, health and social deprivation.

Over 163,000 bodies are registered with the Charity Commission and have combined incomes of £57 billion and net assets of £125 billion. The 100 charities with the largest incomes in the Women Count indices have £14 billion in total income and the top 100 charities with the largest net assets have £56 billion in net assets. Although they are not publicly listed, many charities in the benchmark are registered as companies limited by guarantee and their net assets would put most within the range of the market capitalisation of FTSE 250 companies.

Leaders – trustee boards and senior executives – of these organisations are responsible for overall vision, strategy, operations and financial accountability. Diverse leadership brings additional insight and expertise in carrying out these responsibilities. It is also critical to the government's vision of a Big Society in which citizens and voluntary bodies take a more active role in solving community problems. In a democracy, diverse leadership underpins the legitimacy of such a role.

1.2 Gender balance makes a difference

An inclusive society that treats all fairly goes to the core of the charity sector's values. This alone should be reason enough to seek balanced representation on boards. In addition:

- Women are big stakeholders in the voluntary sector and charities. The NCVO Civil Almanac 2012 reports that women are 61 % of all donors to voluntary organisations, 68 % of its workforce and a majority of volunteers. Grant-making policies of charitable trusts impact many aspects of women's lives. A balanced board is more likely to understand women's needs and expectations and consider them in their decision making.

There are also internal gender equality issues that balanced boards could better address. The 2011/2012 annual pay survey of the Association of Chief Executive Officers of Voluntary Organisations reports a pay gap of 16 % between male and female chief executives in voluntary bodies with the pay gap rising to almost 30 % for some roles. In a recent report published by the Clore Fellowship, *Close to Parity*, women reported being undermined, stereotyped, invisible and even sexually harassed at different points on their career journey.

- Numerous studies have demonstrated that gender diversity improves organisational effectiveness, risk assessment, problem solving and innovation. For example, McKinsey & Co studied companies across Europe, Asia and America and found that those who had three or more women in senior positions scored higher on nine criteria of organisational excellence. The criteria included leadership, direction, accountability and control, innovation, external orientation, capability, work environment and values.
- Many charities will find themselves affected by the Public Sector Equality Duty that came into force in April 2011 and covers the majority of public authorities and those that deliver services on their behalf. Charities contracted to provide services are subject to the general duties. These require that the service providers have due regard to eliminating discrimination, advancing equal opportunity and fostering good relations between protected groups and others. Charities tendering for public contracts should expect to provide diversity and equality information in their tendering documents and, if successful, be able to demonstrate that they are compliant during the life of the contract.

1.3 Benchmarking and goal setting inspire change

Benchmarking, setting targets and measuring results inspire organisations to change and spur government and stakeholders to take action.

- Cranfield University's International Centre for Women Leaders has benchmarked the representation of women on FTSE Boards for almost fifteen years. This has prompted cross-company mentoring initiatives, awards for best performance, initiatives by executive search firms and research into the underlying factors behind the numbers.

Since the first Female FTSE Index was published, progress has been made in the proportion of women occupying FTSE 100 and FTSE 250 board seats. The proportion of women on FTSE 100 Boards grew from 5.8% to 15.6% during the period from 2000 to 2012. The representation on FTSE 250 has grown from 7.2% to 9.6% since 2007.

- Lord Davies' report *Women on Boards*, recommends that FTSE 350 boards set aspirational targets and have 25% female representation by 2015. The Report also recommends that progress be tracked. The latest Female FTSE Report shows that in the year since these targets were recommended, almost 25% of all new FTSE 100 board appointments are being taken up by women compared with 13% in the previous year. For FTSE 250 companies, the percentage of new appointments has risen substantially to 27%.

The Church in Wales provides an interesting example of measuring, goal setting and reporting in the charitable sector. In 2008 a working party reviewed the gender composition of the governing body and its committees. Targets were set to increase the representation of women on its governing body and its committees by 2013.

The results are impressive – the proportion of women on the Governing Body increased from 27% in 2008 to 41% in 2011 and gender parity among elected lay members was achieved two years earlier than expected. The Representative Body of the Church in Wales, its registered charity, doubled the percentage of women on its board from 4% to 8% and triennial elections in 2012 should increase this further.

1.4 Women charity leaders widen the talent pool

Trustees, chairs and chief executives of large charities offer a rich talent pool for both private sector companies and public bodies. There are over 775 female charity trustees, chairs and chief executives in the charities in this study. Many have substantial cross sector experience in the public, private and/or academic sectors and can bring new expertise and perspectives. In today's complex world, partnership, networking and the sharing of knowledge across sectors has become vitally important to success. See Appendix 1 for an overview of the women and the talent that they offer.

- The recent appointment of Jasmine Whitbread, Chief Executive of Save the Children International, to the Board of BT represents a breakthrough in FTSE board diversification. She has held senior positions in the charity sector, Oxfam and Save the Children, since 1999 and previous to that had an established career in international technology marketing in the private sector.
- Leading global companies in the United States have sourced board members from the non-commercial sector since the 1970s. In the early days, this reflected combined concerns about corporate governance, equal opportunities and corporate social responsibilities to a broad range of stakeholders. Today it is not at all unusual to find women on corporate boards who have come from the charitable, academic and/or government sectors. Some, but not all have earlier experience of the private sector. See Appendix 2 for some current examples.
- Recommendation 9 of Women on Boards recommends that listed companies seek board members from a more diverse pool outside the corporate mainstream. An earlier review by the London Business School, the Tyson Report on the Recruitment and Development of Non-Executive Directors, concluded that successful leaders in the non-commercial sector have the relevant skills and experiences to be non-executive directors of commercial companies and that large, non-commercial organisations are comparable in scale and complexity to commercial ones.
- The government is seeking to diversify public sector appointments to their sponsored bodies under the remit of the Public Appointments Commissioner. *Diversity in Public Appointments*, published by the Cabinet Office, found that only 33 % of public appointments were held by women. *The Equality strategy – Building a fairer Britain 2010* set a new aspirational target: 50 % of new public appointments to public boards should be women by 2015. Charity leaders, many of whom have in-depth knowledge of a subject or discipline can provide relevant, specialist expertise and experience.

1.5 Trustee roles offer leadership development opportunities

Women who aspire to executive or non-executive directorships are often excluded because of lack of board experience or because their experience has been too narrow either within the same company or field. This applies not only to women in the private sector but also to those in academia and government.

- Charitable boards offer an opportunity to gain board experience and broaden knowledge. Whether the charity is a limited company, trust or foundation, the trustees are responsible for vision, strategic direction, risk and financial accountability just as directors in the private sector are. They often must guide charities through restructuring with very scarce resources. Acting as ambassadors, trustees also expand their professional networks. A position as a charity trustee can be part of a formal talent management programme or secured through an individual's own initiative.

“The UK voluntary sector has a number of exceptional individuals who have proved themselves by leading complex, innovative and performance-oriented organisations delivering in turbulent environments. Some of these organisations operate in the toughest countries overseas; the turnover of some exceeds £100m. These chief executives have learned how to lead thousands of people in highly ethically conscious environments; how to earn and keep the public's trust and manage valuable brands; how to grapple with governments while preserving independence; and – fundamentally – how to thrive in an income-uncertain world while sticking close to purpose.”
Richard Gillingwater CBE, Dean of Cass Business School

2. The 2012 indices

Women Count: Charity Directors 2012 benchmarks leading charities by the percentage of women on their Boards, the number of directors, the number of women directors and the names of the Chairs and the most senior executives.

There are three indices – 100 charities by income, 100 charities by net assets and a “power list” of 38 charities that appear on both income and net asset lists. Thus there are a total of 162 separate charities in the study. Both net assets and income indices are used to see if the leadership dynamics differ. Many charities with large incomes have extensive fundraising, operational and/or trading activities. On the other hand, charities with large assets are often grant-making trusts that support other charities and charitable causes.

Please note the methodology used to compile the lists.

- The charities are selected for inclusion based on turnover and net asset figures contained in their latest published annual reports. Extensive use has been made of the Charity Commission website, the Top 3000 Charities published by Caritas Data, and Charity Trend’s online search tool to establish the lists.
- All those on the indices are either registered with the Charities Commission or classified as charities exempt from registration. The final lists have been at the discretion of Women Count but should reflect what most people in the UK would consider charities. Excluded from the lists are housing associations not carrying out significant charitable activity, individual school and academic institutions, hospitals or other healthcare institutions that are primarily government funded, funding bodies for sovereign government aid programmes and investment funds that do not actively provide services or make grants.
- Individual charity websites are used in the first instance to obtain trustee information. If this is not available on the charity website, then the latest filings available on the Charity Commission site have been used. Where there is a corporate trustee (i.e. limited company) as opposed to individual directors, reference has been made to the directors of the trustee company or the body to whom they delegate governance. Patrons and honorary officers are not included unless they are registered as trustees with the Charity Commission.
- In some cases a charity does not have employees and therefore a senior executive, i.e. chief executive, director or director-general. Some grant giving charities have quite small boards and do not appoint a chair.
- Additional information to that published in the index has been obtained for analysis. This includes the names of the individual female trustees, the number of employees and the process for recruiting directors or trustees.
- The indices are a snapshot in time. Data was accessed during the period 26 March to 2 April 2012.

2.1 Representation of women in charities with the largest incomes

% of Female Trustees	No. of Female Trustees	No. of Trustees	Organisation Name	Chair of Trustees	CEO / Director
100	6	6	Daughters of the Cross	Sister Veronica Hagen	Sister Veronica Hagen
71	17	24	International Planned Parenthood Federation	Dr Naomi Seboni	Tewodros Melesse
71	10	14	Barnardo's	Hilary Keenlyside	Anne Marie Carrie
64	7	11	Girls' Day School Trust	Lorna Cocking	Helen Fraser
63	5	8	WRVS	Ruth Markland	David McCullough
60	9	15	Scope	Alice Maynard	Richard Hawkes
58	7	12	Oxfam	Karen Brown	Dame Barbara Stocking
57	4	7	Nuffield Health	Michael Smith	David Mobbs
56	5	9	Peabody Trust	Christopher Strickland	Stephen Howlett
55	6	11	British Library	Baroness Blackstone	Dame Lynne Brindley
55	6	11	Victim Support	Enid Rowlands	Javed Khan
50	7	14	UNICEF UK	David Stanton	David Bull
50	5	10	Turning Point	Andrew Webster	Lord Victor Adebowale
50	4	8	Alternative Futures Group	Edward Pysden	Neil Campbell
48	11	23	RSPCA	Michael Tomlinson	Gavin Grant
47	8	17	NSPCC	Mark Wood	Andrew Flanagan
46	11	24	General Medical Council	Sir Peter Rubin	Niall Dickson
46	6	13	Marie Curie Cancer Care	John Varley	Thomas Hughes-Hallett
45	5	11	ActionAid	Andrew Purkis	Richard Miller
44	8	18	Comic Relief	Peter Bennett-Jones	Kevin Cahill CBE
44	7	16	Arts Council England	Dame Liz Forgan	Alan Davey
43	6	14	Tate	Lord Browne of Madingley	Sir Nicholas Serota
43	3	7	Great Ormond Street Hospital Children's Charity	Alan Hodson	Dr Jane Collins
42	5	12	CfBT Education Trust	Philip Graf	Neil McIntosh
42	5	12	Alzheimer's Society	Alastair Balls	Jeremy Hughes
42	5	12	World Vision	Stephen Phelps	Justin Byworth
40	6	15	Age UK	Dianne Jeffrey	Tom Wright
40	6	15	National Museum of Science & Industry	Dr Douglas Gurr	Ian Blatchford

2. The 2012 indices – 2.1 Representation of women in charities with the largest incomes

% of Female Trustees	No. of Female Trustees	No. of Trustees	Organisation Name	Chair of Trustees	CEO / Director
39	7	18	Christian Aid	Anne Owers	Loretta Minghella
38	6	16	British Red Cross	James Cochrane	Sir Nicholas Young
38	6	16	Royal National Theatre	John Makinson	Nicholas Hytner
38	5	13	Royal Mencap	Jim Glover	Mark Goldring
38	5	13	Shaw Trust	John Briffitt	Chris Melvin
38	5	13	Royal Opera House Covent Garden	Simon Robey	Tony Hall
38	3	8	Anchor Trust	Aman Dalvi	Jane Ashcroft
38	3	8	Wellcome Trust	Sir William Castell	Mark Walport
38	3	8	UFI Charitable Trust	John Weston	
37	7	19	RNIB	Kevin Carey	Lesley-Anne Alexander
36	4	11	Methodist Homes for the Aged	Keith Salsbury	Roger Davies
36	4	11	Community Integrated Care	Simon Atwell	Neil Matthewman
35	6	17	Dogs Trust	Philip Daubney	Clarissa Baldwin
33	7	21	British Museum	Niall Fitzgerald KBE	Neil MacGregor
33	5	15	Action for Children	Pamela Chesters	Dame Clare Tickell
33	4	12	Leonard Cheshire Disability	Ilyas Khan	Clare Pelham
33	4	12	Tearfund	Clive Mather	Matthew Frost
33	4	12	Citizens Advice	John Gladwin	Gillian Guy
33	4	12	Historic Royal Palaces	Charles Mackay	Michael Day
32	6	19	Assessment and Qualifications Alliance	Prof Paul Layzell	Andrew Hall
31	5	16	Macmillan Cancer Support	Julia Palca	Ciaran Devane
31	5	16	Which?	Patrick Barwise	Peter Vicary-Smith
30	3	10	Save the Children	Alan Parker	Justin Forsyth
30	3	10	Culture and Sport Glasgow	Cllr George Redmond	Dr Bridget McConnell
30	3	10	MERLIN	Lord Michael Jay	Carolyn Miller
29	4	14	Sense	John Crabtree	Gillian Morbey
29	2	7	Marie Stopes International	Timothy M Rutter	Dana Hovig
28	5	18	Royal Horticultural Society	Elizabeth Banks	Sue Biggs
27	4	15	Guide Dogs for the Blind	Amos Miller	Richard Leaman

2.1 Representation of women in charities with the largest incomes (cont.)

% of Female Trustees	No. of Female Trustees	No. of Trustees	Organisation Name	Chair of Trustees	CEO / Director
27	4	15	Institution of Engineering and Technology	Dr Mike Short	Nigel Fine
27	3	11	Charities Aid Foundation	Dominic Casserley	Dr John Low
27	3	11	Sue Ryder	Roger Paffard	Paul Woodward
27	3	11	ExtraCare Charitable Trust	Martin Shreeve	Nick Abbey
25	3	12	City and Guilds	Michael Howell	Chris Jones
25	3	12	National Autistic Society	Carol Homden	Mark Lever
25	3	12	United Response	Maurice Rumbold	Su Sayer
25	3	12	Jewish Care	Stephen Lewis	Simon Morris
25	2	8	Adventure Capital Fund	Sir Stephen Bubb	Jonathan Jenkins
24	5	21	Royal British Legion	John Farmer	Chris Simpkins
24	4	17	Sightsavers	Lord Nigel Crisp	Dr Caroline Harper
23	3	13	Cancer Research UK	Michael Pragnell	Harpal Kumar
23	3	13	St John Ambulance	Rodney Green	Sue Killen
22	4	18	RSPB	Ian Darling	Mike Clarke
22	4	18	Church of Scotland Unincorporated Councils and Committees	Alan Grieg	Pauline Weibye
22	4	18	Institute of Cancer Research	Lord Ryder of Wensum	Prof Alan Ashworth
22	2	9	Specialist Schools and Academies Trust	Nick Stuart	Sue Williamson
22	2	9	College of Law	Prof David Yates	Prof Nigel Savage
21	4	19	Archbishops' Council	Most Rev Right Hon Dr RD Williams Archbishop of Canterbury	William Fittall
21	3	14	British Council	Sir Vernon Ellis	Martin Davidson
21	3	14	British Heart Foundation	Philip Yea	Peter Hollins
21	3	14	NACRO	Mathew Litobarski	Paul McDowell
20	3	15	Victoria & Albert Museum	Sir Paul Ruddock	Martin Roth
20	2	10	Orders of St John Care Trust	Peter Loyd	Nigel Reed

2. The 2012 indices – 2.1 Representation of women in charities with the largest incomes

% of Female Trustees	No. of Female Trustees	No. of Trustees	Organisation Name	Chair of Trustees	CEO / Director
20	2	10	Crime Reduction Initiatives	David Gregson	David Royce
20	2	10	sportscotland	Louise Martin	Stewart Harris
20	1	5	United Church Schools Foundation	Sir Anthony Greener	Jon Coles
19	4	21	Royal Society	Sir Paul Nurse	Dr Julie Maxton
19	3	16	Salvation Army Social Work Trust	Commissioner John Matear	Col David Hinton
19	3	16	Salvation Army Trust	Commissioner John Matear	Col David Hinton
17	2	12	PDSA	Michael Bolton	Jan McLoughlin
17	2	12	Natural History Museum	Oliver Stocken	Dr Michael Dixon
17	2	12	WWF – UK	Ed Smith	David Nussbaum
17	1	6	Trustees of the London Clinic	Professor Robin Williamson	Paul Holdom
15	2	13	National Trust	Simon Jenkins	Dame Fiona Reynolds
11	1	9	St Andrew's Healthcare	Charles Wake	Prof Philip Sugarman
9	1	11	RNLI	Admiral The Lord Boyce	Paul Boissier
8	1	13	Groundwork UK	Robert Lawson	Sir Tony Hawkhead
7	2	27	Church Commissioners for England	Most Rev Right Hon Dr RD Williams Archbishop of Canterbury	Andrew Brown
5	1	19	CITB-Construction Skills	James Wates	Mark Farrar
0	0	6	Institute for Animal Health	Prof Sir Tom Blundell	Prof John Fazakerley
0	0	6	Islamic Relief Worldwide	Dr Essam A El Haddad	Dr Mohamed Ashmawey
0	0	9	Leverhulme Trust	Sir Michael Perry	Prof Gordon Marshall
0	0	11	Elim Foursquare Gospel Alliance	Rev John Glass	Rev John Glass

2.2 Representation of women in charities with the largest net assets

% of Female Trustees	No. of Female Trustees	No. of Trustees	Organisation Name	Chair of Trustees	CEO / Director
100	7	7	Institute of Our Lady of Mercy	Patricia Ann Bell	Patricia Ann Bell
100	6	6	Daughters of the Cross	Sister Veronica Hagen	Sister Veronica Hagen
67	6	9	Garfield Weston Foundation	Guy Weston	
64	7	11	Girls' Day School Trust	Lorna Cocking	Helen Fraser
62	8	13	Joseph Rowntree Charitable Trust	Margaret Bryan	Stephen Pittam
60	9	15	Tudor Trust	Matt Dunwell	Christopher Graves
57	4	7	Nuffield Health	Michael Smith	David Mobbs
56	5	9	Peabody Trust	Christopher Strickland	Stephen Howlett
55	6	11	British Library	Baroness Blackstone	Dame Lynne Brindley
50	9	18	Henry Smith Charity	Jamie Hambro	Richard Hopgood
48	11	23	RSPCA	Michael Tomlinson	Gavin Grant
46	6	13	LankellyChase Foundation	Nicholas Tatman	Julian Corner
45	5	11	Health Foundation	Sir Alan Langlands	Stephen Thornton
45	5	11	Wolfson Foundation	Hon Janet Wolfson de Botton	Paul Ramsbottom
45	5	11	National Museums Liverpool	Prof Phil Redmond	David Fleming
44	8	18	Comic Relief	Peter Bennett-Jones	Kevin Cahill CBE
43	6	14	Tate	Lord Browne of Madingley	Sir Nicholas Serota
43	3	7	Nuffield Foundation	Prof David Rhind	Anthony Tomei
43	3	7	Great Ormond Street Hospital Children's Charity	Alan Hodson	Dr Jane Collins
43	3	7	King's Fund	Sir Christopher Kelly	Prof Chris Ham
42	5	12	National Gallery	Mark Getty	Dr Nicholas Penny
42	13	31	Council for World Mission	Rev Dr Moiserale Dibeela	Rev Colin Cowan
40	6	15	National Museum of Science & Industry	Dr Douglas Gurr	Ian Blatchford
40	8	20	Trust for London	Peter Williams	Bharat Mehta
40	6	15	St Monica Trust	Trevor Smallwood	Gerald Lee
38	3	8	Wellcome Trust	Sir William Castell	Mark Walport
38	3	8	Anchor Trust	Aman Dalvi	Jane Ashcroft
38	5	13	Royal Opera House Covent Garden	Simon Robey	Tony Hall

2. The 2012 indices – 2.2 Representation of women in charities with the largest net assets

% of Female Trustees	No. of Female Trustees	No. of Trustees	Organisation Name	Chair of Trustees	CEO / Director
38	6	16	British Red Cross	James Cochrane	Sir Nicholas Young
36	4	11	Esmée Fairbairn Foundation	Tom Chandos	Dawn Austwick
36	5	14	Southbank Centre	Rick Haythornthwaite	Alan Bishop
36	5	14	Rank Foundation	Lindsay Garrett Fox	David Sanderson
36	4	11	Royal Air Force Benevolent Fund	Viscount Trenchard of Wolfeton	Air Marshall Sir Robert Wright
36	4	11	Methodist Homes for the Aged	Keith Salisbury	Roger Davies
33	2	6	Children's Investment Fund Foundation	Jamie Cooper-Hohn	Jamie Cooper-Hohn
33	7	21	British Museum	Niall Fitzgerald KBE	Neil MacGregor
33	1	3	Gatsby Charitable Foundation		Alan Bookbinder
33	3	9	Robertson Trust	Sir Ian Good	Kenneth Ferguson
33	3	9	National Galleries of Scotland	Ben Thomson	John Leighton
33	3	9	Joseph Rowntree Foundation	Tony Stoller	Julia Unwin
33	1	3	Monument Trust		Alan Bookbinder
32	18	57	Methodist Church in Great Britain	David Walton	Rev Dr Martyn D Atkins
31	4	13	Dulwich Estate	David Sizer	John E Major
30	3	10	Thalidomide Trust	Sir Michael Wright	Dr Martin W Johnson
29	2	7	Guy's and St Thomas' Charity	Sir William Wells	Peter Hewitt
29	5	17	Whitgift Foundation	Ian Harley	Martin Corney
29	4	14	National Trust for Scotland	Sir Kenneth Calman	Kate Mavor
27	3	11	Charities Aid Foundation	Dominic Casserley	Dr John Low
27	3	11	Royal Botanic Gardens	Marcus Agius	Prof Stephen Hopper
25	3	12	Christ's Hospital	Sir Garry Johnson	David Cooke
25	1	4	Christian Vision		
25	1	4	Linbury Trust		Alan Bookbinder
25	1	4	Charles Wolfson Charitable Trust	Lord David Wolfson	
25	2	8	Adventure Capital Fund	Sir Stephen Bubb	Jonathan Jenkins
25	3	12	National Maritime Museum	Lord Sterling of Plaistow	Dr Kevin Fewster

2.2 Representation of women in charities with the largest net assets (cont.)

% of Female Trustees	No. of Female Trustees	No. of Trustees	Organisation Name	Chair of Trustees	CEO / Director
24	5	21	Royal British Legion	John Farmer	Chris Simpkins
24	5	21	Shetland Charitable Trust	William Manson	Dr Ann Black
23	3	13	Cancer Research UK	Michael Pragnell	Harpal Kumar
23	3	13	St John Ambulance	Rodney Green	Sue Killen
22	4	18	Church of Scotland Unincorporated Councils and Committees	Alan Grieg	Pauline Weibye
22	4	18	Institute of Cancer Research	Lord Ryder of Wensum	Prof Alan Ashworth
22	4	18	RSPB	Ian Darling	Mike Clarke
22	2	9	Kennedy Institute of Rheumatology	James Davis	Pierre Espinasse
21	3	14	City Bridge Trust	William Dove	Clare Thomas
21	3	14	British Council	Sir Vernon Ellis	Martin Davidson
20	2	10	Paul Hamlyn Foundation	Jane Hamlyn	Robert Dufton
20	3	15	Victoria & Albert Museum	Sir Paul Ruddock	Martin Roth
20	2	10	Allchurches Trust	Nick Sealy	
20	1	5	United Church Schools Foundation	Sir Anthony Greener	Jon Coles
19	3	16	Salvation Army Trust	Commissioner John Matear	Col David Hinton
19	4	21	Royal Society	Sir Paul Nurse	Dr Julie Maxton
19	3	16	Salvation Army Social Work Trust	Commissioner John Matear	Col David Hinton
18	2	11	Westminster Roman Catholic Diocesan Trust	Most Rev Archbishop V Nichols	Paolo Camoletto
17	2	12	Natural History Museum	Oliver Stocken	Dr Michael Dixon
17	1	6	Shell Foundation	Malcolm Brinded	Chris West
17	2	12	Barts and the London Charity	Michael Smith	Andrew Douglas
17	2	12	National Museums Scotland	Sir Angus Grossart	Dr Gordon Rintoul
17	1	6	Trustees of the London Clinic	Professor Robin Williamson	Paul Holdom
15	2	13	National Trust	Simon Jenkins	Dame Fiona Reynolds
13	3	24	John Lyon's Charity	Richard Compton	Andrew Stebbings

2. The 2012 indices – 2.2 Representation of women in charities with the largest net assets

% of Female Trustees	No. of Female Trustees	No. of Trustees	Organisation Name	Chair of Trustees	CEO / Director
11	1	9	St Andrew's Healthcare	Charles Wake	Prof Philip Sugarman
9	1	11	RNLI	Admiral The Lord Boyce	Paul Boissier
9	2	23	Representative Body of the Church in Wales	Lord Rowe-Beddoe	John Shirley
9	2	22	Imperial War Museum	Sir Francis Richards	Diane Lees
8	3	40	Church of Scotland General Trustees	Rev Dr James Jack	David D Robertson
7	2	27	Church Commissioners for England	Most Rev Right Hon Dr RD Williams Archbishop of Canterbury	Andrew Brown
7	1	15	FIA Foundation	Tim Keown	David Ward
7	1	15	Liverpool Roman Catholic Archdiocesan Trust	Most Rev Patrick Kelly	Rev Sean Kirwin
7	1	14	Blind Veterans UK	Major General Andrew Keeling	Robert Leader
0	0	9	Leverhulme Trust	Sir Michael Perry	Prof Gordon Marshall
0	0	9	Society of Jesus Trust of 1929	Fr Michael Holman	Fr Michael Holman
0	0	4	Khodorkovsky Foundation		
0	0	3	Church of Jesus Christ of the Latter-Day Saints		Brad Barlow
0	0	8	Morden College	Sir Alexander Graham	Major General David Rutherford-Jones
0	0	6	Institute for Animal Health	Prof Sir Tom Blundell	Prof John Fazakerley
0	0	5	Zochonis Charitable Trust	Sir John Zochonis	
0	0	10	Corporation of Trinity House	Capt Ian McNaught	Commander Graham Hockley
0	0	27	Royal Masonic Trust for Girls and Boys	Michael Woodcock	Les Hutchinson
0	0	5	Gannochy Trust	Mark Webster	Gavin Davey
0	0	4	Benesco Charity		
0	0	13	Oxford Centre for Islamic Studies	Dr Abdullah Omar Nasseef	Dr Farhan Ahmad Nizami

2.3 Representation of women in charities with the largest incomes and net assets

% of Female Trustees	No. of Female Trustees	Organisation Name	Gender of CEO	Gender of Chair
100	6	Daughters of the Cross	Female	Female
64	7	Girls' Day School Trust	Female	Female
57	4	Nuffield Health	Male	Male
56	5	Peabody Trust	Male	Male
55	6	British Library	Female	Female
48	11	RSPCA	Male	Male
44	8	Comic Relief	Male	Male
43	6	Tate	Male	Male
43	3	Great Ormond Street Hospital Children's Charity	Female	Male
40	6	National Museum of Science & Industry	Male	Male
38	3	Anchor Trust	Female	Male
38	3	Wellcome Trust	Male	Male
38	6	British Red Cross	Male	Male
38	5	Royal Opera House Covent Garden	Male	Male
36	4	Methodist Homes for the Aged	Male	Male
33	7	British Museum	Male	Male
27	3	Charities Aid Foundation	Male	Male
25	2	Adventure Capital Fund	Male	Male
24	5	Royal British Legion	Male	Male
23	3	Cancer Research UK	Male	Male
23	3	St John Ambulance	Female	Male
22	4	RSPB	Male	Male
22	4	Church of Scotland Unincorporated Councils and Committees	Female	Male
22	4	Institute of Cancer Research	Male	Male
21	3	British Council	Male	Male
20	1	United Church Schools Foundation	Male	Male
20	3	Victoria & Albert Museum	Male	Male
19	3	Salvation Army Social Work Trust	Male	Male
19	3	Salvation Army Trust	Male	Male
19	4	Royal Society	Female	Male
17	1	Trustees of the London Clinic	Male	Male
17	2	Natural History Museum	Male	Male
15	2	National Trust	Female	Male
11	1	St Andrew's Healthcare	Male	Male
9	1	RNLI	Male	Male
7	2	Church Commissioners for England	Male	Male
0	0	Institute for Animal Health	Male	Male
0	0	Leverhulme Trust	Male	Male

3. What the indices show

3.1 Women leaders in the charity sector have a much higher rate of participation than their private sector counterparts...

As illustrated in the table below, this is true for trustee directors, chairs and chief executives.

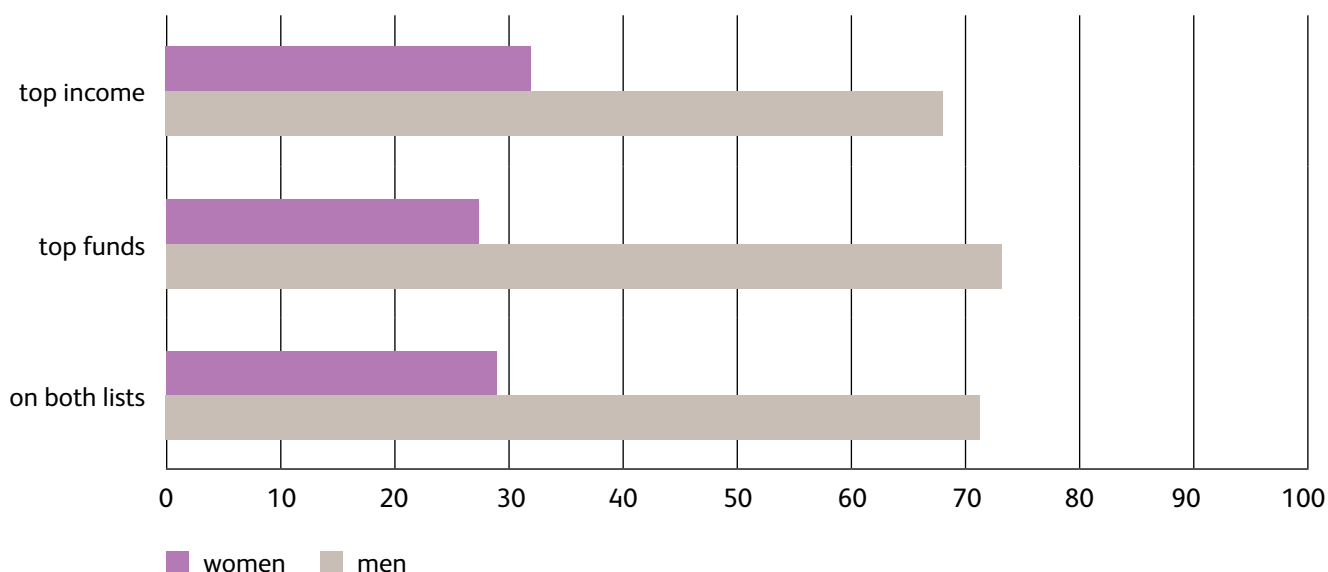
Women leaders in the private and charity sectors

Index	% women directors	% women chairs	% women most senior executives
FTSE 100	15%	1%	4%
FTSE 250	9.4%	2.4%	4%
Charity 100 (by funds)	27%	9%	17%
Charity 100 (by income)	32%	17%	25%

...but men lead the vast majority of large charities

- The majority of board seats held by men: 68% on the top charities by income, 73% on the top charities by assets and 71% on charities that appear on both lists.
- Men chair 83% of the top charities by income, 85% of the top charities by funds and 92% of the charities that appear on both lists.
- Men hold the most senior executive position in 75% of charities by income, 77% of charities by funds and 76% of charities that appear on both lists.

Figure 1 Percentage of board seats held by men and women



3.2 Large charities with a majority of female trustees are rare...

- 11 charities in the income list have a majority of female trustees compared to only 9 in the net assets list.
- 5 charities that appear on both lists have a majority of female trustees.

...but much more likely to have females as chairs and as most senior executives

- Women chair 65% of all the charities with a majority of female trustees.
- Women are the most senior officer in 35% of all charities with a majority of female trustees.

3.3 Charities on the income index have better female representation

- 32% of trustees on the income list are women compared to 27% on the net assets list.
- Top income charities have almost double the percentage of female chairs (17% vs 9%).
- Top Income charities also have a higher percentage of women as their most senior executive – 25% vs 17%.
- 4% of top income charities have no female trustees compared to 12% of top funds charities and 5% of the charities that appear on both lists.

Figure 2 Percentage of chairs held by men and women

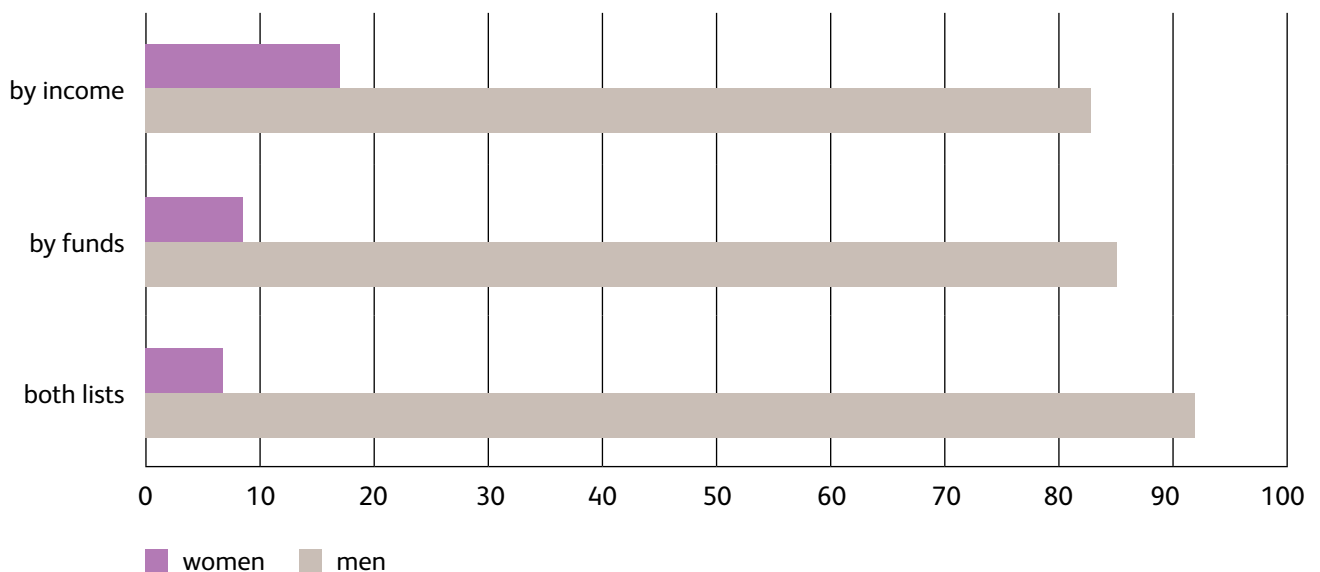
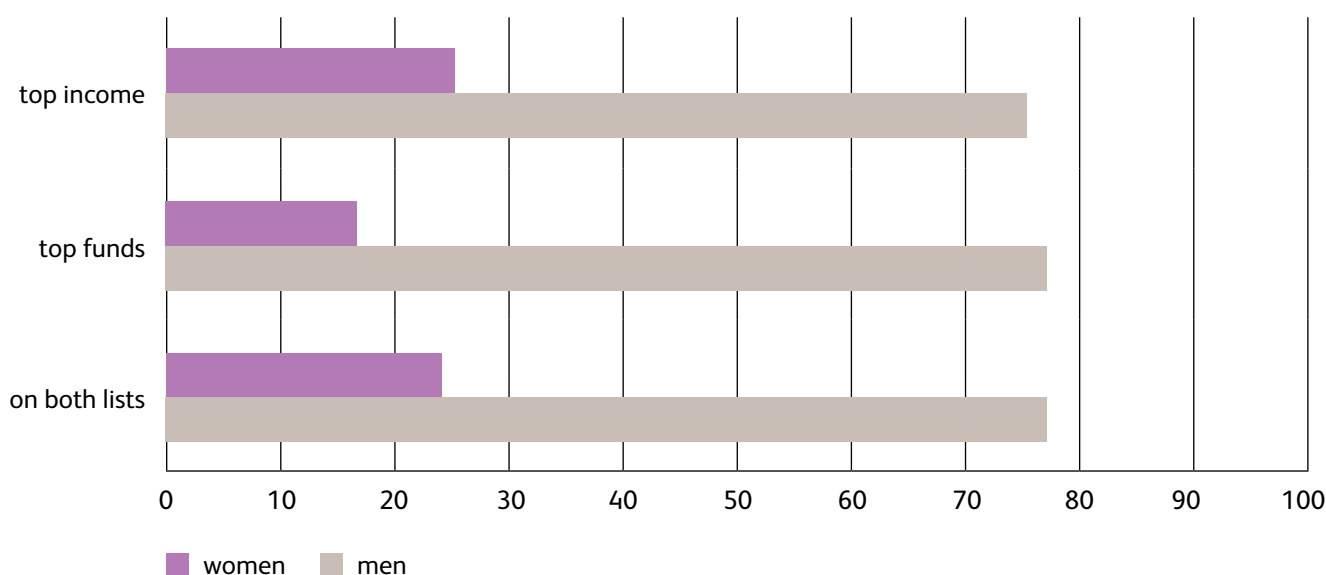


Figure 3 Percentage of senior executives by gender



3.4 A minority of the charities have gender-balanced boards

- Parity is rare – only four charities have 50% men and women on the board. These are the Henry Smith Charity, the Alternative Futures Group, Turning Point and UNICEF UK.
- A gender balance of 40% – 60% is still a long way off – only 22% of all the charities achieve this balance.
- The 22 charities that are public bodies achieve a higher gender balance (32%) as a group.

3.5 Better gender balance yields a higher percentage of female chairs but not female CEOs

- Charities with a 40% – 60% gender balance on the income list have 25% female chairs compared with 17% for that list as a whole.
- Charities with a 40% – 60% balance on the net assets list have 10% female chairs compared to 9% for that list a whole.
- The percentage of female senior executives actually drops on balanced boards compared to list averages. From 25% to 15% for the income list and 17% to 15% for the net assets list.

3.6 Balanced boards have formal recruitment processes...

- Of the 35 charities on the lists that have 40% – 60% gender balance, only two appear to rely solely on a direct approach to potential trustees. The others, according to statements in their annual reports, have nominating or equivalent board subcommittees, use a public appointments process, membership elections and/or advertise.

Charities with 40% – 60% gender balance

% Female Trustees	Organisation Name	Female Senior Executive	Female Chair
60	Tudor Trust	Male	Male
60	Scope	Male	Female
58	Oxfam	Female	Female
57	Nuffield Health	Male	Male
56	Peabody Trust	Male	Male
55	British Library	Female	Female
55	Victim Support	Male	Female
50	Henry Smith Charity	Male	Male
50	Alternative Futures Group	Male	Male
50	Turning Point	Male	
50	UNICEF UK	Male	Male
48	RSPCA	Male	Male
47	NSPCC	Male	Male
46	LankellyChase Foundation	Male	Male
46	Marie Curie Cancer Care	Male	Male
46	General Medical Council	Male	Male
45	Health Foundation	Male	Male
45	Wolfson Foundation	Male	Female
45	National Museums Liverpool	Male	Male
45	ActionAid	Male	Male
44	Comic Relief	Male	Male
44	Arts Council England	Male	Female
43	Tate	Male	Male
43	Nuffield Foundation	Male	Male
43	Great Ormond Street Hospital Children's Charity	Female	Male
43	King's Fund	Male	Male
42	National Gallery	Male	Male
42	Council for World Mission	Male	Male
42	Alzheimer's Society	Male	Male
42	CfBT Education Trust	Male	Male
42	World Vision	Male	Male
40	National Museum of Science & Industry	Male	Male
40	Trust for London	Male	Male
40	St Monica Trust	Male	Male
40	Age UK	Male	Female

...but formal recruitment processes are not always enough

- Of the 46 charities on the lists that have 20 % or fewer female trustees, some do have nominations committee, elections and/or advertise. Among these are the National Trust, the World Wildlife Fund, Crime Reduction Initiatives and the RNLI.
- Seven of the 45 charities with 20 % or less female trustees are bodies subject to a public appointments process. These include the Victoria and Albert Museum, sportscotland, Natural History Museum, National Museums Scotland, Barts and the London Charity, Imperial War Museum, CITB-Construction Skills and the Institute for Animal Health.
- A number of charities with 20 % or less female trustees have governing documents that require trustees to be drawn from a specific pool or hold ex-officio positions in which women may be under-represented.

3.7 Charities that have 80% – 100% male trustees rarely appoint a woman as chair or the most senior executive

- There is only one female chair in top income charities in this category and the same applies to top funds charities.
- There are no female chairs for the charities in this category that appear on both lists.
- None have both a female chair and chief executive.

4. Recommendations

4.1 The private sector and the public sector source board candidates from women charity leaders

Many women in the charitable sector may have an interest in using their talents on public or private sector boards. The Women Count 2012 showcase of talent (Appendix 1) is an impressive pool of women who have achieved at various stages in their careers and are prospective candidates for public and private sector board positions. All have the experience of working in the charity as well as the private or public sectors. Some are women who have opted for portfolio careers after achieving very senior executive ranks and have much to contribute to public or private sector boards. The women listed in Appendix 1 are not an exhaustive list but rather an indicative one intended to show the rich variety of women engaged in charity leadership.

The *Female FTSE Report 2012* identifies 100 women to watch in the pipeline for private sector boards and a number broadening their experience and knowledge through being directors of charities. A number of those women are also identified in the Women Count showcase of talent.

4.2 All sectors support development and networking for female charity leaders

There are a number of charity trustees and chairs, male and female, who would be excellent mentors to women charity leaders looking to move into public or private sector board appointments. These potential mentors have held board or senior positions outside the charitable sector. There is scope for a cross-sector mentoring scheme to be developed that is focused on this purpose. It could be a stand alone initiative or an extension of other schemes that already exist.

There are various opportunities for the public and private sectors to engage in a range of development, mentoring and networking initiatives that include women charity leaders. An excellent example is the new board development programme recently launched by Cass Business School and the NCVO. The programme offers seminars that bring together women charity executives open to serving on private sector boards and relevant City invitees. These are followed by working dinners hosted by executive search firms giving participants the opportunity to network with the people who fill board vacancies.

A long established cross-sector network, the European Professional Women's Network, is launching a new initiative specifically focused on the core skills, thought leadership and networks that are critical to success in the not for profit sector. Participants will have access to all the events and skills development currently available to EPWN members as well as specific events for the charity sector. The intention is to advance the career development of current women charity leaders as well as create a pipeline for future leaders. (See page 24 for further information.)

4.3 Charities set aspirational goals for balanced boards

Just one year's experience of Lord Davies' recommendation that FTSE Boards set targets for women's representation demonstrates the progress that can be made by setting aspirational goals. Goal setting in the voluntary sector could have the same impact. This report recommends that charities set an aspirational goal of 40% – 60% gender balance on their boards. This goal should not be difficult to achieve given that the average number of women trustees is 32% for charities with the largest incomes and 27% for those with the largest net assets.

4.4 Charities ensure diversity is an organisational priority

Board diversity is unlikely to happen unless diversity is an organisational priority. Charities include standard equality and diversity statements in their annual reports and on their websites but little or no real reporting takes place around organisational strategies or achievements. It is rare to even find highlights of these. Charities would do well to embrace the Think, Act, Report initiative recently launched by the Government Equality Office. It encourages charities and others to identify gender equality issues in their workforce, to take action to address those issues and to share their progress internally and externally.

4.5 Trustees are recruited robustly and transparently

Recruitment of trustees is often an informal process – in some cases Chief Executives take the lead on recruiting chairs and board members and or/ chairs and board members recruit them

4. Recommendations

from within their contacts. People are one of the charity's greatest assets yet many shy away from spending time and professional fees on recruitment although they do in areas of audits, branding, websites etc. Aspects of a more disciplined recruitment process include:

- A job specification that details skills and expertise that complement those of other board members
- A nominations subcommittee of the board that leads on the recruitment of trustees – preferably a gender-balanced subcommittee.
- A subcommittee that considers the diversity of the organisation's membership when trustees are elected or nominated by the membership.
- Advertisements in the press, on the NVCO's Trustees Unlimited website and, at a minimum, posting on the charity's own website.
- External recruitment consultants or external (possibly seconded) HR support to shortlist and interview candidates.

4.6 Charities take a fresh look at governing documents

The memorandum and articles of association or trust deeds may have provisions that indirectly cause bias in the appointment of trustees. Some of these relate to who can nominate trustees – a person so empowered may usually be male by virtue of position or the nominating body may be male dominated. Qualifications unnecessary to director performance may also be present and create bias. The allotment of board seats on an ex-officio basis also builds bias into the process if the qualifying position is usually held by a male. Until governing documents are changed, the charities involved could consider advisory boards or co-opted trustees to widen participation.

4.7 Public bodies encourage board diversity in charities

Many charities act as partners or service provider to public bodies that are bound by the Public Sector Equality Duty. The public body must have due regard to eliminating discrimination as well as advancing equality of opportunity and fostering good relations between people of a protected characteristic and persons who do not share it. This means that public bodies can and should use equality-related criteria in awarding contracts and choosing partners. They should be robust in the criteria they use in the tendering process and subsequent performance of the contract. At a very minimum charities should be required to demonstrate that they comply with equality legislation.

4.8 Stakeholders encourage board diversity

Corporate and individual donors, partners, members, service recipients, employees and fundraising bodies should feel empowered to query the organisation's diversity and press for balance. Women are the majority of individual donors and constitute the large majority of staff in the voluntary sector. The diversity of the organisation and its leadership should be incorporated into reviews and reports to stakeholders, in membership development strategies and in service provision.



European
P W N Professional
Women's
Network

The EPWN is a professional network of successful women with organisations across 19 cities in Europe, and growing globally.

Attention All Women Charity Leaders

A new programme has been launched by the European Professional Women's Network (EPWN), a leading professional women's network. The programme focuses on enhancing core skills, thought leadership and creating networks that are critical to success in an increasingly changing not for profit sector. The programme enables full access to all the events and skills development currently offered to EPWN members including mentoring opportunities as well as specific events for the charity sector. The programme will focus on the skills and attributes required at senior levels in the sector and will be a key resource to support both current CEO's, Senior Managers, Chairs and Trustees as well as create the pipeline for future leaders.

The EPWN is a professional network of successful women with organisations across 19 cities in Europe, and growing globally. The network's mission is to cross all boundaries including cross country, cross sector and cross specialism... both online and face to face.

The offering from EPWN is unique and compliments EPWN's already rich offering. The programme is led by the President of EPWN London who works in the private sector and the Company Secretary who is a CEO of an award winning charity.

For further information please contact epwn-london@europeanpwn.net or visit www.europeanpwn.net/london

Women Charity Leaders: a showcase of talent

Appendix 1

Organisation	Biography
Action for Children Chief Executive	Dame Clare Tickell has been Chief Executive of Action for Children since 2004. She was previously Chief Executive of Stonham Housing Association and Chief Executive of the Phoenix Housing Association. She is on the Board of the Guinness Trust and Chairs the Help the Hospices Commission. She served as Commissioner on the 2020 Public Services Trust and is a member of the Management Board of the Information Commission. She was named the Third Sector's Most Admired Chief Executive in 2008.
Airforce Benevolent Fund Trustee	Victoria Raffé is a senior member of staff at the Financial Services Authority (FSA), the UK's financial regulator. Her current position is Director of Authorisations, with responsibility for protecting the "gateways" to financial services regulation. Other positions at the FSA have included responsibilities for consumer representation, market research, policy, supervision of banks and building societies and business improvement. Before joining the FSA she worked in the consulting arm of KPMG and in a number of marketing roles in the financial sector. Victoria Raffé is a member of the Finance and Remuneration Committees.
Anchor Trust Trustee	Angela Horseman has more than 25 years' experience in leisure marketing. She worked for Saga, the market leader in services for the over-50s, where she was Marketing Director for Saga Holidays and then Communications Director for the Saga Group. Ms Horseman was previously Marketing Director of London Zoo and Whipsnade Wild Animal Park and was Chief Executive of a tourism development action programme in Kent. She currently works for Tangram Leisure and is a member of the Royal National Lifeboat Institution fundraising and communications committee.
Anchor Trust Trustee	Lesley James progressed through human resources roles with a number of retailers before joining Tesco in 1985. She became a main board director in 1994 with responsibility for all HR functions. Since leaving Tesco she has undertaken a range of non-executive director roles in retail and customer service organisations, charitable organisations and in the Department for Trade and Industry. She is currently on the boards of the West Bromwich Building Society, St Modwen Plc and Helling Production.
Anchor Trust Chief Executive	Jane Ashcroft became Chief Executive of Anchor Trust in 2010 and had previously been acting Chief Executive and Managing Director of Anchor's care homes and home care. Prior roles include HR Manager and Company Secretary at Bromford Housing Group. She was Assistant Secretary with Midlands Electricity plc through the privatisation of the electricity industry. Jane is a Non-Executive Director of the Stroud and Swindon Building Society and Chair of the English Community Care Association – the largest representative body for providers of adult social care.
Arts Council England Trustee	Veronica Wadley is the former Editor of the London Evening Standard. During her seven years as Editor, she was a champion of the arts and chaired the Evening Standard Theatre and Film Awards. She was previously Deputy Editor of the Daily Mail and The Daily Telegraph. As Chair of Arts Council, London, she is a member of the National Council and sits on the Arts Investment Committee. Ms Wadley is an Independent Director of Times Newspapers Holdings, a non-executive director of the Berkeley Group, a trustee of Northern Ballet and The Mayor of London's Fund for Young Musicians. She also advises the Greenhouse Schools Project, a charity which provides sport and dance programmes for teenagers from disadvantaged backgrounds in London.
Arts Council England Chair	Dame Liz Forgan became the first female chair of the Arts Council in 2009. She previously chaired the National Heritage Memorial Fund and the Heritage Lottery Fund. She has a long established career as a journalist and as an executive in radio and television. She currently chairs the Scott Trust which owns Guardian newspapers. Previous roles include Director of Programmes for Channel 4 and Managing Director of BBC Network Radio. She is also a trustee of the British Museum.

Women Charity Leaders: a showcase of talent (cont.)

Appendix 1

Organisation	Biography
Arts Council England Trustee	Rosemary Squire OBE is the co-owner of 23 West End and UK regional theatres and Joint Chief Executive Officer of the Ambassador Theatre Group, one of the most prolific and broad-based commercial theatre producers in the world. Rosemary is Chair of Great Ormond Street Hospital's Theatres for Theatres Appeal and Vice Chairman of Dance Umbrella, the UK's foremost international contemporary dance festival. She is also a Trustee of The Hall for Cornwall. In June 2006, Rosemary won the prestigious CBI Real Business First Women Award for Tourism and Leisure.
British Council Trustee	Clare Ighodaro CBE is a Board member and Non-executive Director of Lloyd's of London, the Lending Standards Board. She is also a Council Member of the Open University. She chairs the Lloyd's Audit Committee, the OU Audit Committee, the LSB Audit Committee and the British Council Audit Committee. A past President of CIMA (the Chartered Institute of Management Accountants), she was the first woman to lead this organisation. She was previously a senior executive at BT plc, working in the UK and Germany and an independent director of BERR (now BIS) and UK Trade and Investment.
British Heart Foundation Trustee	Dr Denise Pollard-Knight is the Managing Director for Nomura Phase4 Ventures. She has been responsible for Nomura's BioPharma investment activities since 1999 and has been a venture capitalist for over ten years. Prior to joining Nomura Dr Pollard-Knight was an investment manager in the Bioscience Unit of Rothschild Asset Management, a unit managing over US\$500 million in biotech companies in the US and Europe. Dr Pollard-Knight has held R&D management positions at Amersham and Fisons plc and was a main Board Director at Scientific Generics. She is a Director of Nabriva, Cerimon, Idenix and DeveloGen. Dr Pollard-Knight is a member of the British Heart Foundation's Nominations Committee.
British Library CEO	Dame Lynne Brindley became CEO of the British Library in 2000 and has led a major strategic development and modernization programme. She was previously Pro Vice Chancellor at the University of Leeds and a senior management consultant at KPMG. She has held extensive leadership positions in information technology and knowledge management. She is a Board member of the Creative Industries Transfer Network, a Council member of the Arts and Humanities Research Council, a member of the Council of City University and on the Court of the Goldsmiths' Company. She is active in European and national bodies media and information society initiatives and digital infrastructure.
British Library Trustee	Professor Dame Wendy Hall is Professor of Computer Science and Dean of the Faculty of Physical and Applied Sciences at the University of Southampton. She was the Head of the School of Electronics and Computer Science at Southampton from 2002-2007. Her research interests include web science and web technologies, hypermedia, multimedia and digital libraries. She is a director of the Web Science Trust and Chair of IST Advisory Group which advises the European Commission on its overall strategy for ICT research. She was a member of the Prime Minister's Council for Science and Technology from 2004-2010.
Cancer Research UK Trustee	Anne Baldock is an experienced Partner at leading global law firm Allen & Overy LLP where she has been Global Head of Projects, Energy and Infrastructure since 2007. Previously she was Managing Partner of the London Projects Group and Non-Executive Global Board Member. She also holds a non-executive position at the Nuclear Liabilities Finance Assurance Board (NLFAB), providing impartial scrutiny and advice to the Secretary of State for Energy and Climate Change, on the adequacy of funding provisioning for new nuclear decommissioning programmes.
Cancer Research UK Trustee	Wendy Becker is a non-executive director of Whitbread Plc and was named one of the top 50 women to watch in International Business by the Financial Times in 2009. She has been Group Chief Marketing Officer of Vodafone and a member of its Global Executive Committee. Previously she was with Carphone Warehouse where her role as Chief Executive, Residential of the TalkTalk Group enabled her to build the Group into the largest home broadband company in the UK. She started her career at Procter & Gamble and then spent 15 years as a Partner at McKinsey.

Appendix 1	
Organisation	Biography
Charities Aid Foundation Trustee	Alison Hutchinson is Chief Executive of The Pennies Foundation, an organisation that collects electronic change to give to UK charities. She was previously Chief Executive of Kensington Group plc and has held senior positions at Barclaycard and Barclays B2B. Before this, she served as Global Director of Financial Solutions at international technology group IBM and was Chief Executive at E Net.
Christian Aid Chief Executive	Loretta Minghella OBE joined Christian Aid in April 2010 as its Chief Executive. She was previously Chief Executive of the Financial Services Compensation Scheme, in which capacity she oversaw the payment of over £21bn in compensation to victims of bank and other financial failures. A lawyer by training, she was the first Head of Enforcement Law, Policy and International Co-operation for the Financial Services Authority. She also chaired the International Organisation of Securities Commissions' Standing Committee on Enforcement and Information-Sharing. Ms Minghella leads Christian Aid's involvement in Aprove (a group of 17 European church-related development agencies) and is a member of the British Overseas Aid Group (BOAG) and the Disasters Emergency Committee.
CITB-Construction Skills Trustee	Judy Lowe joined CITB Construction Skills in 2009 as Deputy Chairman. In addition to being Managing Director of Strategic Consulting Ltd, she is currently Chairman of a £160m Public Private Partnership (PPP) to rebuild Sheffield University's student accommodation. She has served on the Boards of Barhale Construction, Wrekin Construction, BBC Technology Ltd and most recently, Bovis Lend Lease Europe. She was also the first woman to be appointed a NED of HM Treasury. She has held various academic positions including Deputy Director of the European Business School and spent 10 years teaching the Strategic Leadership Programme at Cass Business School.
Citizens Advice Chief Executive	Gillian Guy became Chief Executive of the independent charity Citizens Advice, in July 2010. She joined from Victim Support, where she was CEO and led a major programme of change and development. She was also instrumental in developing new and improved services for victims. Previously Ms Guy trained as a lawyer and spent eleven years as CEO of the London Borough of Ealing. She is a non-judicial member of the Sentencing Council for England and Wales.
Comic Relief Trustee	Jana Bennett OBE is President of BBC Worldwide Networks and Global BBC iPlayer. She is responsible for BBC Worldwide's television channels, which operate in more than 100 countries, and the development and roll out of the commercial global iPlayer. She is on the BBC's Executive Board and on the Board of UKTV, Britain's second largest pay-TV group. She was previously Director of BBC Vision and Director of Television. Before joining the BBC, she was General Manager at Discovery Communications in the US. She is a Governor of the Royal Shakespeare Company and a Fellow of the Royal Television Society.
Comic Relief Trustee	Imelda Walsh was Group HR Director and a member of the Operating Board at Sainsbury's. In 2008, she led an independent review of the proposed extension of the right to request flexible working to parents of older children, on behalf of the Government. Prior to joining Sainsbury's, she held a number of senior HR roles, in Barclay's, Coca Cola and Schweppes Beverages and Diageo. Currently Ms Walsh is a member of the Board of The Institute of Employment Studies and one of five commissioners looking into the future provision of workplace pensions and other forms of saving.
Comic Relief Trustee	Tristia Clarke is Executive Director of Commercial at the TalkTalk Group, where she has responsibility for delivering the commercial plan for the UK's second largest internet service provider. Prior to working for Talk Talk, she worked at The Carphone Warehouse Group, the parent company from which Talk Talk demerged in March 2010. Her roles there included Head of Marketing, UK Marketing Director and Group Marketing Director. She is also a Trustee of the national autism charity Treehouse.
Council of the Consumers' Association Trustee Which? Ltd Trustee	Dr Natalie-Jane MacDonald is currently Managing Director of Bupa Health and Wellbeing – Bupa's UK business, including health insurance, travel and dental insurance, Cashplan, occupational health and health assessments. She has worked for Bupa for more than 10 years, and was previously Head of Medical Ethics at the British Medical Association.

Women Charity Leaders: a showcase of talent (cont.)

Appendix 1

Organisation

National Trust
Director-General

Biography

Dame Fiona Reynolds has been Director-General of the National Trust since January 2001 and has taken the organisation through radical structural and governance changes that have resulted in a growth of one million members and the restructuring of the Board from 54 to 12 members. Before taking up her post at the National Trust, she was the Director of the Board for the Preservation of Rural England and previous to that Director of the Women's Unit in the Cabinet Office. She has recently announced that she will leave the National Trust to become Master of Emmanuel College at the University of Cambridge in the autumn of 2013.

Esmée Fairbairn
Trustee

Beatrice Holland is Chairman of Millbank Investment Management Limited and Chairman of the Conflicts Committee in Lord Rothschild's family office. She also chairs the Keystone Investment Trust and is a Director of the Henderson Smaller Companies Investment Trust and of Oldfield and Co. She is Chairman of the Institute for Philanthropy, an Advisory Fellow and Chairman of the Investment Committee at Pembroke College, Oxford, a Governor of Bryanston School and a member of the Financial Advisory Group of Salisbury Cathedral. She acts as External Investment Advisor to Catlin Insurance Group.

Esmée Fairbairn
Chief Executive

Dawn Austwick OBE became Chief Executive of Esmée Fairbairn in 2005. She was formerly Deputy Director of the British Museum and Project Director of Tate Modern. Before that, she was a Principal Consultant at KPMG, Theatre Manager of the Half Moon Theatre, London, and Projects Co-ordinator at Arts & Business. Ms Austwick is also a Trustee at the Historic Royal Palaces, chairs the Foundations Forum, is a Director of Big Society Capital and sits on the Public Interest General Council at the Office for Public Management. She is a companion of the Chartered Institute of Management.

Girls' Day School Trust
Trustee

Clara Freeman OBE is Deputy Chairman of the University of the Arts London and chairs its Personnel Committee. She was previously an Executive Director at Marks and Spencer, the first woman on the main board in the history of the company. Prior to that she held appointments in the fashion, new developments and childrenswear divisions before moving to the corporate centre, undertaking appointments in HR, corporate social responsibility and operations. Clara Freeman has extensive experience in the voluntary sector. She has served as Chairman of Opportunity Now and as Deputy Chairman of Business in the Community. She is an honorary fellow of Somerville College, Oxford, where she chairs the development board.

Girls' Day School Trust
Chief Executive

Helen Fraser CBE has had a distinguished career in book publishing. Prior to her thirteen years at the helm of Penguin, she was Managing Director of Reed Consumer Books and held editorial roles at a number of publishers including academic publishers Collins and Methuen. Helen has launched the careers of a wide variety of well-known writers including Zadie Smith, Antony Beevor and Jamie Oliver, and led Penguin authors to win the Booker, the Whitbread and the Orange prizes in a single year. She was the first Chair of the cross-industry Environmental Action Group and has spoken on environmental issues and lobbied central government.

Girls' Day School Trust
Trustee

Mary Chapman is a member of the GDST Council and Chairman of the Governance and Nominations Committee. Her professional background is in strategic marketing, HR and general management. She was Chief Executive of the Chartered Management Institute and the founding Chief Executive of Investors in People UK. Ms Chapman is a National Lottery Commissioner and a non-executive director of the Royal Mint, where she chairs the remuneration committee and is a member of the audit committee. She is also a council member of Brunel University and a member of the Ministry Council of the Church of England.

Guide Dogs for the Blind
Trustee

Pat Stafford is a marketing professional with over 20 years' experience in marketing, branding and communications. Her previous roles include Group Marketing Director of the BUPA Group, Head of Brands management at British Airways PLC, and Managing Director of Corporate Positioning Services. She has a wealth of board level experience, having managed a portfolio of roles since 2000. These include Non-Executive Director of HMRC, Governor at Luton University, and Regional Board Member at The Princes Trust. Ms Stafford's current portfolio includes serving as a Non-Executive Director at The Financial Ombudsman Service and as Chairman of her local parish. She is also involved with two charities: New Leaf and Young Enterprise, mentoring ex offenders and advising in a local sixth form college.

Appendix 1	
Organisation	Biography
Health Foundation Trustee	Bridget McIntyre is a non-executive director of Ageas PLC and the NHBC. She does consultancy work for the insurance sector, and is the founder of a new community interest company which focuses on supporting women in rural communities by helping build skills and confidence. Bridget is a chartered management accountant and a highly-experienced insurance specialist with more than 20 years' experience. She was UK Chief Executive and a board member of the RSA Insurance Group until December 2008. She is also a governor of her local village school and supports her local church in the community.
Historic Royal Palaces Trustee	Sue Farr is an Executive Director of Chime Communications plc since 2003 and prior to this European Managing Director of Golin/Harris. She was formerly Director of Corporate Communications for Thames Television plc and Director of Marketing for the BBC. She has been a director of The Marketing Society since 1984, its first woman Chair in 1991-92 and is now a fellow and a member of the Chairman's Council. Ms Farr has been Chairman of The Marketing Group of Great Britain and is a Council Member and Secretary. She is a non-executive Director of Motivcom plc.
Imperial War Museum Trustee	Bronwen Maddox is Editor and Chief Executive of Prospect Magazine. Until recently she was Chief Foreign Commentator of The Times where she was previously Foreign Editor. She served with the Financial Times and has been an editorial writer specialising in microeconomics and a specialist correspondent in energy and the environment. She has travelled widely through Eastern Europe and China. Ms Maddox was an investment analyst in the City and a Director of Kleinwort Benson Securities. She is a Governor of the Ditchley Foundation and a member of the Council of Chatham House.
Institution of Engineering and Technology Trustee	Naomi Climer has been Vice President of Sony Professional Solutions Europe since May 2006 and is responsible for leading the expansion of Sony's European media, broadcast and business-to-business operations, including digital signage, digital cinema and healthcare solutions, network video monitoring and video communication. She was previously Director of Sony Professional Services, managing a team of around 100 staff based in 15 countries and was also Head of Media Sales for Western Europe. Prior to joining Sony, Ms Climer was the Controller of Technology for BBC News and Director of Technical Operations for ITVdigital.
Institute of Cancer Research Trustee	Cally Palmer CBE has been Chief Executive of the Royal Marsden NHS Foundation Trust, Europe's largest comprehensive cancer centre since 1998. She is responsible for a budget of £140 million and a staff of some 2000. Previously she was Deputy Chief Executive and Director of Services at the Royal Free Hampstead NHS Trust. Ms Palmer is a member of the Institute of Health Services Management. She is a member of the Quality, Assurance and Risk Committee and the Audit and Finance Committee at the Royal Marsden.
Joseph Rowntree Foundation Chief Executive	Julia Unwin is Chief Executive of the Joseph Rowntree Foundation and the Joseph Rowntree Housing Trust. She was a member of the Housing Corporation Board for 10 years and a Charity Commissioner from 1998-2003. Ms Unwin was also Deputy Chair of the Food Standards Agency and worked as an independent consultant operating within government and the voluntary and corporate sectors. In that role, she focused on the development of services and in particular the governance and funding of voluntary organisations. She is a trustee of York Museums and Gallery Trust, a member of the University of York's Council and a governor of the Pensions Policy Institute.
King's Fund Trustee	Jude Goffe trained as a chartered accountant and advises small and medium sized businesses through her own consultancy firm. She was previously an investment director in the London office of 3i and worked with many company boards in a non-executive capacity. For 10 years, she served as a non-executive director of the Independent Television Commission (ITC) and as a non-executive director of Moorfields Eye Hospital Trust. She is a founding non-executive director at Monitor, the regulator of NHS foundation trusts, where she is a member of both the Audit and Remuneration Committees.

Women Charity Leaders: a showcase of talent (cont.)

Appendix 1

Organisation	Biography
LankellyChase Foundation Trustee	Victoria Hoskins is a Director and Senior Private Banker on the Charities team at Barclays Wealth Private Bank. From 2007 to 2010, Victoria was Investment Director for the London & South East Core business, responsible for £2bn in private client portfolios, Charity and Pension Funds along with Trust investments and bespoke mandates. Victoria provides market comment for publications and makes regular television appearances on CNBC and for the BBC. Ms Hoskins is a Chartered Fellow of the Securities Institute and sits on their Review Editorial Panel, and Wealth Management Forum.
Leonard Cheshire Disability Chief Executive	Clare Pelham was appointed Chief Executive of Leonard Cheshire Disability in 2010. Prior to that she was Chief Executive of the Judicial Appointments Commission. She has held senior civil service positions at the Cabinet Office, Home Office and the former Department for Constitutional Affairs. She has also worked in the private sector at IBM and at Coca-Cola where she was responsible for the company's partnerships with the voluntary sector aimed at increasing participation in physical activity amongst young people. Some 500,000 teenagers were involved.
Macmillan Cancer Support Trustee	Suki Thompson is the Managing Partner of Oystercatchers, a leading consultancy in Marketing Excellence which she co-founded in 2007 working with clients like Bupa, Weetabix, Lloyds Bank, Virgin Media, McDonald's and Honda. Prior to that she was a partner at the Haystack Group. Currently Suki is the Chairman of The Marketing Society, a member of Women in Advertising & Communications and owns a gin company, Bunker Gin. She is a regular contributor to the national and marketing press and a speaker at industry conferences.
Macmillan Cancer Support Chair	Julia Palca joined the Board of Macmillan Cancer Support in October 2001 and was elected Chairman in July 2010. She also sits on the Audit Committee, the Finance & Legal Committee, the Remuneration Committee and the Nominations Committee. She studied law and politics at Durham University, and was, until 2009, a partner with law firm Olswang LLP, to whom she now acts as a consultant. She is Chairman of the Royal Free Charity, special adviser to the Prison Reform Trust and has been a member of the Board of the Institute of Employment Studies and of several other charities, including Cancerlink which merged with Macmillan in 2001.
Merlin Chief Executive	Carolyn Miller became Chief Executive of Merlin in 2005, just days after the Asian tsunami prompted Merlin's largest ever emergency response. Since then she has built Merlin's longer-term programmes and policy work, as well as overseeing many other emergency responses. Carolyn previously worked as a Director at the UK Department for International Development and as Director of Programmes at Save the Children. She has lived and worked in countries affected by conflict and managed a variety of large international programmes.
National Gallery Trustee	Carolyn Thompson is Chief Operating Officer at the BBC and a member of its Executive Board. She is responsible for Policy and Strategy, Marketing, Communications, Legal, Editorial Policy, Business Operations and Technology and Distribution and Archives. Her roles at the BBC have included Director of Policy and Legal and Deputy Director of the BBC World Service. She was Commissioning Editor, Science, Finance and Industry before becoming Head of Corporate Affairs at Channel 4 Television. Ms Thompson is a non-executive director of Digital UK Ltd, The Pensions Regulator and a Trustee of the BBC Pension Fund.
National Museums Liverpool Trustee	Laura Carstensen is a member and former Deputy Chairman of the Competition Commission, a role she took on after a career as a partner in City law firm Slaughter and May. She specialised in advising major corporates on competition and markets issues, notably in relation to mergers and acquisitions. She holds a number of appointments in the healthcare and higher education sectors. She is Chair of the Council of The Women's Library, a governor of London Metropolitan University, a non-executive director of the Countess of Chester NHS Foundation Trust Hospital and a non-executive director of Chester Renaissance.

Appendix 1	
Organisation	Biography
National Trust for Scotland Chief Executive	Ms Mavor took up her post with the National Trust for Scotland on 1 March 2009. Previously she was Chief Executive at ProjectScotland and, prior to that, was Chief Executive at Language Line, the UK Community interpreting service for the public sector. She also has board level experience in a range of sectors including publishing, educational tourism and market research.
Oxfam Trustee	Vanessa Godfrey is an experienced Managing Director, Finance Director and agent of major change. Most of her career has been spent at the Post Office, now the Royal Mail Group plc, in a number of very different roles including Programme Director, General Manager, Regional Finance Director, and Managing Director of Parcelforce Worldwide. Currently she is working in the Royal Mail Strategy Unit on medium term projects and is also leading the Pensions Reform Programme. She has completed a number of change management assignments and is a regular public speaker, with experience also in radio, TV and press interviews.
Oxfam Chief Executive	Dame Barbara Stocking joined Oxfam as Chief Executive in 2001. Previously a senior executive in the National Health Service, she was a founding Director of the NHS Modernisation Agency and Regional Director of the NHS in the South East of England. Dame Barbara is a non-executive director of the Cabinet Office Board and a member of the Foreign Secretary's Advisory Group on Human Rights. She has attended the World Economic Annual Forum in Davos for the past 10 years, is a member of the Steering Group for Humanitarian Response and a member of the Business 20 Task Force on Food Security,
PDSA Trustee	Laurie Mayers heads a specialist team at the Financial Services Authority that provides expertise in financial stress testing and capital management processes. Previously she was Partner at Ernst & Young responsible for the Financial Services Risk Management Practice. Her early career was built with large financial companies in New York, before transferring to Morgan Stanley's European division in London. She later moved to ING Barings and then to NatWest Global Markets. After its acquisition by RBS, Laurie was appointed Group Head of the bank's response to the Basel 2 credit risk requirements. She is a member of the Finance and Investment Committee at the PDSA.
PDSA Director General	Jan McLoughlin has been Director General of the PDSA since 2008. She first joined the PDSA as Business Development Director in 2001 and then served as Director of Veterinary Services before being promoted to the top job. Ms McLoughlin, a biochemist with an MSc in microbiology, worked in the food and drink industry in a variety of operational and senior management roles prior to joining PDSA. She contributed significantly to the development of outsourced out-of-hours arrangements, new contractual terms for veterinary purchasing and the roll-out of preventive services in PDSA PetAid hospitals.
RNIB Chief Executive	Lesley-Anne Alexander was appointed Chief Executive at RNIB in January 2004. Before joining RNIB she was Director of Operations for the Peabody Trust and prior to this she held various posts in local government with her final post being Director of Housing with the London Borough of Enfield. Ms Alexander is currently chair of both the UK Vision Strategy Group and Acevo (the Association of Chief Executives of Voluntary Organisations).
Royal Horticultural Society Director General	Sue Biggs joined the RHS with 30 years experience in the international leisure industry. After University she set up Budget Holidays' tour operation in the USA, then embarked on a 25 year career with Kuoni. Starting as a Product Executive, she was the youngest director, first female and first non-Swiss to be appointed to the Kuoni Board; she was Managing Director of Kuoni from 1999 until 2008. She then joined Thomas Cook as Managing Director of Scheduled Businesses.
Royal National Lifeboat Institute Trustee	Vicky Wright is a founder director of Castlewood Associates, a specialist firm in executive remuneration and performance measurement. With over 20 years' experience in human resources and reward, she previously headed Ernst & Young's Performance and Reward Team and led the development of their UK executive compensation consultancy practice. Prior to that she was Managing Director of Hay Management Consultants Ltd and also Worldwide Head of Reward Consulting. She is a Past President and Chartered Companion of the Chartered Institute of Personnel and Development and Past President of the Management Consultants Association.

Women Charity Leaders: a showcase of talent (cont.)

Appendix 1	
Organisation	Biography
Royal Society Executive Director	Dr Julie Maxton became the Executive Director of the Royal Society in 2011 and is the first woman to hold this post in the history of the society. She was previously Professor of Law, Dean of the Law Faculty and Deputy Vice Chancellor of the University of Auckland and then Registrar of the University of Oxford, the first woman to hold this post in its 550 year history. She trained in London and moved to New Zealand where she combined commercial practice focusing on cases before the court of appeal and the privy council with academic teaching and research.
Save the Children Trustee	Tamara Ingram was formerly joint Executive Chairman UK of Saatchi & Saatchi before joining McCann-Erickson as Chairman and Chief Executive of McCann and the World Group companies. She is now Group EVP and Executive Managing Director of Grey Global Group as well as President of Team P&G, responsible for the Procter and Gamble relationship throughout the WPP Group. Tamara is a board director of Sage, a FTSE 100 company, as well as a director of the Almeida Theatre.
Save the Children Trustee	Joanna Shields is Facebook's vice-president of sales and business development for Europe, Middle East and Africa. She has held key senior management positions in Google, Bebo, AOL and RealNetworks, creating and managing international technology businesses, maximising shareholder value and leading companies to successful exits. She has also served as Council member of The British Academy of Film and Television Arts (BAFTA).
Scope Chair	Alice Maynard is the founder and Managing Director of Future Inclusion Ltd., a consultancy supporting organisations to deliver services to hard-to-reach sectors of the community. She has worked with corporate, public and third sector organisations and was Head of Disability Strategy at Network Rail. Seconded in 2001 to London Transport, she developed its disability employment strategy and the framework for Transport for London's inclusion programme. Alice's background includes 10 years in IT, managing teams in complex international projects. She is published, a trustee of a number of voluntary organisations and a member of the Human Genetics Commission.
Sightsavers Chief Executive	Dr Caroline Harper OBE has been Chief Executive of Sightsavers since 2005. An executive with considerable experience in the natural gas industry, she was previously Managing Director of Amerada Hess Ltd which had a turnover of close to £1 billion. Following the sale of the company Dr Harper was interim General Manager of the retail subsidiary of Fortnum, a Finnish Company, and was involved in its turnaround and sale. Dr Harper is a non-executive director of Notting Hill Housing Group. She has travelled extensively in Africa, China and South America.
UK Disasters Emergency Committee Trustee	Ann Grant has been Vice Chairman of Standard Chartered Capital Markets Ltd since June 2005. Previously a diplomat, she was British High Commissioner to South Africa and held a number of postings in India, Mozambique, Brussels (European Union) and New York (UK Mission to the UN). At the Foreign and Commonwealth Office in London, she was Director for Africa and the Commonwealth. Ms Grant is a Director of Tullow Oil and Board Member of the Overseas Development Institute, London.
UNICEF – UK Trustee	Ilse Howling is managing director of Freeview, the UK's leading digital TV provider, backed by Channel 4, ITV, Sky, the BBC and Arqiva. Before joining Freeview, Ms Howling was at the BBC where she led the corporation's digital marketing – including launching Freeview. Previously, she held marketing and strategy roles on the boards of the BBC's Production and Radio divisions. Other BBC roles included a spell as a news producer on BBC Radio Five Live. Before joining the BBC, Ms Howling worked for US telecoms operator NYNEX, running corporate communications for its European subsidiary. Before that, she was sales and marketing manager for a start-up online information provider.

Appendix 1

OrganisationVictim Support
Chair**Biography**

Enid Rowlands started her career working with long-term unemployed and disadvantaged people and has maintained an interest in the users of public services and the importance of working closely with the voluntary sector. She has nearly 15 years of board experience and is currently on the board of the General Medical Council, Consumer Focus, the Information Commissioner's Office and has recently been appointed a trustee of the National Employment Savings Trust (NEST). Ms Rowlands has also served as a Trustee/Advisory Board Member of RNID as well as the Prince's Trust. She chairs the Remuneration Committee of Victim Support.

Wellcome Trust
Trustee

Professor Kay Davies is Dr Lee's Professor of Anatomy and Associate Head, Medical Sciences Division, University of Oxford, and Honorary Director of the MRC Functional Genomics Unit. Her research interests cover the molecular analysis of neuromuscular and neurological disease, particularly Duchenne muscular dystrophy. She has an active interest in the ethical implications of genetics research and the public understanding of science. She has considerable experience of biotechnology companies as a conduit for translating the results of experimental science into new therapeutics and diagnostics. She is a founding editor of 'Human Molecular Genetics' and a founding fellow of the Academy of Medical Sciences.

World Vision
Trustee

Valerie Dias is Executive Vice President and Chief Risk & Compliance Officer for Visa Europe with responsibility for corporate risk compliance and a variety of corporate services. She is a Fellow of the Chartered Institute of Certified Accountants and previous roles with Visa include Executive Vice President and Chief Financial Officer for Visa Europe covering all aspects of finance, treasury and pricing. Valerie is a member of the Finance & Audit Committee of World Vision.

World Vision
Trustee

Linda Emery is Talent and Diversity Director at BP. Her responsibilities include developing talent, succession planning and driving diversity and inclusion across all BP businesses in Europe, the Middle East, Africa and Asia Pacific. Her career has included roles as Talent Director, Diversity Director, Strategic Planning Manager and various marketing roles with Unilever businesses. Ms Emery has also provided Human Resources consultancy to Save the Children.

Women global company directors

Appendix 2	
Organisation	Biography
Amazon 1997 –	Patricia Q Stonesifer is Vice Chair of the Board of Regents of the Smithsonian Institution, where she previously served as Chair. Since September 2008, she has been a senior advisor to the Bill and Melinda Gates Foundation and was formerly its Chief Executive Officer and President and Co-chair. From 1988 to 1997, she worked in many roles at Microsoft Corporation, including Senior Vice President of the Interactive Media Division.
Abbott Laboratories 2002 –	Sally Blount is Dean of the Kellogg School of Management at Northwestern University and is a recognised expert in the fields of negotiation and behavioural decision-making. She has a distinguished career in academia (New York University, University of Chicago and Princeton University.) She serves on the Advisory Boards of the Aspen Institute’s Business and Society Program, Chicago Innovation Awards, the Indian School of Business, Hong Kong University of Science and Technology Business School and Fundação Dom Cabral in Brazil.
Alcoa 2002 –	Kathryn S Fuller is chair of the Smithsonian National Museum of Natural History, is on the Board of the Robert Wood Johnson Foundation and is a former chair of the Ford Foundation. She was Chairman and Chief Executive Officer of the World Wildlife Fund US and is currently President Emerita and an honorary member of its Board of Directors. Early in her career she served in various roles in the US Department of Justice culminating as Chief of the Wildlife and Marine Resources Section. Ms Fuller sits on the Compensation and Benefits and Public Issues Committees of Alcoa.
American Airlines 1990 – Kellogg’s 1989 – Harman 1995 – Vulcan Materials 2007 –	Ann M Korologos is the former Chair of the RAND Corporation Board of Trustees. She previously acted as President of the Federal City Council and as Chairman of the Aspen Institute. Ms. Korologos has served in several United States Administrations in such positions as Secretary of Labor and Under Secretary of the Department of the Interior. She is on the Compensation, Nominations and Governance and Corporate Responsibility Committees of Kellogg’s. Ms Korologos sits on the Diversity Committee of American Airline’s Board and chairs Harman’s Nominating and Governance Committee. She also chairs Vulcan Material’s Governance Committee and sits on its Executive and Safety, Health and Environmental Affairs Committees.
AT&T 1991 – Dr Pepper Snapple Group 2011 – Macy’s 2006 – Tupperware Brands 1998 –	Joyce M Roche was President and Chief Executive Officer of Girls Incorporated (a national non-profit research, education and advocacy organisation) from 2000-2010. She is a member of the Corporate Governance and Nominating Committee and the Public Policy Committee of AT&T. On the Dr Pepper Snapple Board she chairs the Compensation and Management Development Committee and is a member of the Governance and Nominating and Executive Committees. Previously she was President and Chief Operating Officer of Carson Inc and also held various senior marketing positions including Vice President of Global Marketing for Avon Products.
Chubb Group of Insurance Companies 1998 –	Zoë Baird is President of the Markle Foundation which focuses on using information and communications technologies to address critical public needs, particularly in the areas of health care and national security. Previously she was a Senior Vice President and General Counsel of Aetna, a senior visiting scholar at Yale Law School, counselor and staff executive at General Electric and a partner in the law firm of O’Melveny and Myers. Ms Baird served in both President Carter’s and President Clinton’s Administrations and is on a number of non-profit and corporate boards, including the Brookings Institution.
Citigroup 2004 – Comcast 2002 – American Airlines 1997 –	Dr Judith Rodin is President of the Rockefeller Foundation, the first woman president in its 100 year history. Previous roles include President of the University of Pennsylvania and Provost of Yale University. A research psychologist by training, she is the author of more than 200 academic articles and has written or co-written 12 books. She Chairs Comcast’s Compensation Committee and sits on its Audit Committee and is a member of American Airlines Compensation Committee. Dr Rodin sits on the boards of the White House Council for Community Solutions and the Council on Foreign Relations.

Appendix 2

Organisation

Colgate-Palmolive 2010 –

Biography

Dr Helene D Gayle is President and CEO of CARE USA. She has held various senior positions with the Bill and Melinda Gates Foundation and the Centers for Disease Control. She serves on the boards of the Center for Strategic and International Studies, the Rockefeller Foundation, ONE, and the U.S. Department of State's Foreign Affairs Policy Board. She chaired the Obama Administration's Presidential Advisory Council on HIV/AIDS and currently serves on the President's Commission on White House Fellowships. She is on Colgate-Palmolive's Nominating and Corporate Governance Committee as well as its Personnel and Organisation Committee.

Delta Airlines 2011 –
Mueller Water Products
2010 –

Shirley C Franklin is Chair of the Board and Chief Executive Officer of Purpose Built Communities, Inc., a national non-profit organisation established to transform struggling neighborhoods into sustainable communities. Ms Franklin was Mayor of Atlanta from 2002 to 2009 after serving the City of Atlanta in various executive positions. She currently serves as co-chair of the Atlanta Regional Commission on Homelessness, Co-Chair of the Board of Directors of the National Center for Civil and Human Rights and as a board member of the United Nations Institute for Training and Research. She is a member of Delta Airlines Audit and Personnel and Organisation Committees. At Mueller Water Products, she sits on the Audit and Environment Committees.

Emerson Electric 1995 –

Roseanne L Ridgway served in the US State Department and as a diplomat for thirty years holding many senior positions. These included US Ambassador to Finland, Counselor of the Department of State, US Ambassador to East Germany and US Assistant Secretary of State for European Affairs. Subsequently she was President and then Co-Chairman of the Atlantic Council. She chairs Emerson's Corporate Governance and Nominating Committee and is a member of its Audit and Executive Committees. Previous Directorships include 3M, Boeing, Sara Lee, Manpower and Union Carbide.

Hess Corporation 2004 –
Genworth Financial 2007 –

Dr. Risa Lavizzo-Mourey is President and CEO of The Robert Wood Johnson Foundation. A physician with business credentials, she was previously Senior Vice President and Director of the Health Care Group. She was Professor of Medicine and Health Care Systems at the University of Pennsylvania and Director of its Institute on Aging. In Washington D.C. she was Deputy Director of what is now the Agency for Health Care Research and Quality. She is on the Hess Corporation's Audit Committee and on Genworth Financial's Legal and Public Affairs Committee and its Nominating and Corporate Governance Committee.

Jones Lang La Salle 1998 –
Roche Holding AG 2002 –

Dr Deanne Julius is the Chairman of the Royal Institute of International Affairs, also known as Chatham House. Dr Julius was a founding member of the Monetary Policy Committee of the Bank of England and was the Chief Economist at each of British Airways and Royal Dutch Shell. She has served as a senior economic advisor to the World Bank and as a consultant to the International Monetary Fund. She previously was as a member of the Board of Directors of BP PLC. Dr Julius chairs the Audit Committee at Roche Holding AG and is a member of the Audit, Compensation and Nominating and Governance Committees of Jones Lang La Salle.

JPMorgan Chase 1997 –
Consolidated Edison 1997 –

Ellen V Futter is President of the Museum of Natural History. Prior to that she was President of Barnard College. She began her career at Millbank, Tweed, Hadley and McCloy where she practiced corporate law. She is on the Public Responsibility and Risk Policy Committees at JPMorgan Chase. At Con Edison she chairs the Environment, Health and Safety Committee and is a member of the Operations Oversight and Planning Committee. She is a member of the Board of Overseers and Managers of Memorial Sloan-Kettering Cancer Center, a member of the Council on Foreign Relations, a Director of The American Ditchley Foundation and NYC & Company.

Women global company directors (cont.)

Appendix 2	
Organisation	Biography
Marsh & McLennan 1978 –	Adele Simmons is Vice Chair of Chicago Metropolis 2020 and President of the Global Philanthropy Partnership. She was President of the John D and Catherine T MacArthur Foundation. Mrs. Simmons is a Member of the boards of the Economic Club of Chicago, the Field Museum of Chicago, the Chicago Council on Global Affairs, the Union of Concerned Scientists and the Shorebank Corporation. She chairs the Corporate Responsibility Committee and is a member of the Directors and Governance Committee at Marsh & McLennan.
MetLife and the Metropolitan Life Insurance Company 2004 –	Sylvia M Burrows is President of the Walmart Foundation and was previously President of the Global Development Program at The Bill and Melinda Gates Foundation. She was Executive Vice President and then Chief Operating Officer at the Sylvia Matthews Burrell Foundation. Prior to that she served as Deputy Director of the Office of Management and Budget, Deputy Chief of Staff to President Clinton and Chief of Staff to the Treasury Secretary. She is a member of the Board of Directors of the Council on Foreign Relations, a member of the Aspen Strategy Group, the Trilateral Commission and the Nike Foundation Advisory Group. She is also a member of the board of the Alliance for a Green Revolution in Africa, an Advisory Board member for the Next Generation Initiative and the Peter G. Peterson Foundation. Ms Burrows is on MetLife’s Governance and Corporate Responsibility Committee.
Microsoft 2009 – Broadcom Corporation 2011–	Maria M Klawe is President of Harvey Mudd College. Previously academic roles include Dean of Engineering and Professor of Computer Science at Princeton University and Dean of Science at the University of British Columbia. She has also worked at IBM research and has served on the Board of the Computer Research Association. Passionate about increasing the participation of women and other under-represented groups in science and engineering, she co-founded CRA-W (Committee on the Status of Women in Computer Research). She has served on the Board of the Anita Borg Institute for Women since its inception (Chair from 2003-2008), is trustee of the Mathematical Sciences Research Institute at Berkeley and a board member of Math for America. She is a member of Microsoft’s Anti-Trust Compliance and Compensation Committees and Broadcom’s Nominating and Corporate Governance Committee.
Sodexo SA 2005 –	Patti Bellinger is Executive Director of Executive Education at Harvard Business School. Prior to that she was Group Vice President and Director of the Leadership Academy at BP and Head of Culture and Diversity at Bristol-Myers Squibb. She served as Chairman of the Board of Directors of Nordic Windpower Inc. She is a member of the Advisory Board of the Leadership Center at Morehouse College, a member of North America Advisory Board at Sodexo, a vice chairman of the board of the YMCA of Greater Boston, a member of the New England Advisory Board and a trustee of Facing History and Ourselves. At Sodexo she chairs the Nominating and Compensation Committees.
Wells Fargo 2011 – Dole Food Company 2011 – Protective Life 2011 –	Elaine Chao is Distinguished Fellow at the Heritage Foundation. She is a board member of the Institute of Politics, Harvard Kennedy School of Government, Harvard Business School Board of Dean’s Advisors and the Board of Global Advisors and is also a contributor to Fox News and Time. She was U.S. Secretary of Labor in President George W. Bush’s Administration and previously served as President and CEO of United Way of America, Director of the Peace Corps, Deputy Secretary of the U.S. Department of Transportation and Chairman, Federal Maritime Commission. She sits on the Wells Fargo Board Corporate Responsibility and Finance Committees. She chairs Dole Food’s Nominating and Corporate Governance Committee and is a member of the Corporate Compensation and Benefits Committee. She sits on the Finance and Investments Committee at Protective Life.
Xerox 2003 – Sears Holdings 2005 – Genesee and Wyoming 2012–	Ann N. Reese co-founded the Center for Adoption Policy in 2001. She was previously Principal at Clayton, Dubilier & Rice, Executive Vice President and Chief Financial Officer, ITT Corporation; Treasurer, ITT Corporation and Assistant Treasurer ITT Corporation. She is Chairman of the Corporate Governance Committee and member of the Finance Committee of Xerox. At Genesee and Wyoming she sits on the Audit Committee. She is a trustee of the University of Pennsylvania and is the Chair of the Board of Overseers of the university’s School of Social Policy and Practice. She is Chair of the Audit Committee and a member of the Compensation Committee at Sears Holdings.

About Women Count

Norma Jarboe OBE is the author of *Women Count: Charity Leaders 2012*. Norma is founder and Director of Women Count, a new not-for-profit enterprise focussed on indexing women's participation in the third sector and public bodies and addressing issues that result in their under-representation. She was formerly Director of Opportunity Now, the leading employer membership organisation in the UK to advance women in the workplace and has many years of experience in women's development and diversity. She has worked at senior levels in the private sector, in public/private sector partnerships and in the charitable sector. She is a member of the Defra Equality Scrutiny and Advisory Group and was formerly Chair of its Gender Equality Scrutiny and Advisory Group. Authored reports for Opportunity Now include *Tomorrow's Workplace: Are you fit for the future?*, *Leadership for Change: Aligning organisations for the future*, *The Responsible Workplace: How to survive and thrive* and *Balancing Boards*. Norma has an MA in International Studies from the University of Denver and a Diploma from the Stonier Graduate School of Banking at Rutgers University. She was awarded an OBE in 2008 for her work on social inclusion.

Amanda Tidman is a research consultant for Women Count and has been involved with the Women Charity Leaders' research since its inception. She has a Bachelor of Arts Degree in History and English Literature from Cardiff University and a Masters in Sexual Dissidence & Cultural Change from Sussex University. She went on to study psychology, achieving a Postgraduate Diploma with distinction from Cardiff University, and now works as a Psychologist and researcher based in Brighton. Her studies and roles within the legal world and in Opportunity Now expanded Amanda's knowledge of gender issues and this continues to be an area of key concern to her, even playing a large role in her work as a psychologist within a forensic setting.

WomenCount Charity leaders 2012

WomenCount
Temple Law
The Old Probate Registry
49 Cardiff Road, Llandaff
Cardiff CF5 2EJ
norma.jarboe@women-count.org
www.women-count.org



9 780957 267800