

In Confidence

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Professional Profile

A highly experienced **Chair, Non-Executive Director, and FTSE Board Member**, with a proven track record of leading complex organisations through **sustainable transformation, governance enhancement, and commercial growth**. I have successfully **led public sector bodies, listed companies, and infrastructure organisations**, overseeing multi-billion-pound investments while ensuring **operational efficiency, stakeholder engagement, and financial sustainability**. Recognised for my ability to drive **strategic change, embed sustainability into commercial models, and enhance governance structures**, I bring **deep expertise in infrastructure, Carbon and climate change mitigation, finance, and policy engagement**, ensuring long-term impact and resilience.

Key Competencies & Strengths

- **Board Leadership & Governance** – Leading public bodies, infrastructure organisations, and private sector businesses, ensuring compliance, accountability, and strategic oversight.
- **Financial & Commercial Sustainability** – Led multi-billion-pound investments and three successful IPOs (Market Holdings, HSS Hire, CakeBox), securing long-term financial resilience.
- **Climate & Environmental Leadership** – Advisory roles at CBI Climate Change Board, Imperial College/Grantham Institute, and Forestry Commission, embedding sustainability into business and public policy.
- **Stakeholder & Government Engagement** – Strong relationships with government, regulators, industry, and local communities, ensuring alignment of strategy with policy and investment priorities.
- **Organisational Transformation** – Led significant restructuring and cultural change programmes, driving efficiency, improved engagement, and performance in public and private sectors.

Current Chair & Non-Executive Roles

Chair, East West Rail Co. (2021 – Present) – Secured £6 billion government investment, positioning East West Rail as a regional economic driver. Led 20% workforce reduction while increasing engagement and efficiency, ensuring a high-performing organisation.

Chair, HM Land Registry (2022 – Present) – Strengthened board effectiveness and government engagement, ensuring better alignment with ministerial priorities. Implemented operational improvements to enhance service delivery and stakeholder trust.

Commissioner, Forestry Commission (2025 – Present) – Appointed for commercial expertise in environmental areas, driving biodiversity enhancement and financial sustainability. FE NED,

Chair, Defence Infrastructure Organisation (DIO) (2020 – Present) – Overseeing £4.5 billion in infrastructure investment, ensuring maximum value for the MOD. Led acquisition of Annington Homes (£6.5 billion) to improve military housing and decarbonisation efforts.

Chair, Network Rail Property Ltd & London Continental Railways (2016 – Present) – Led creation of new Development Company (DevCo) to maximise public land value and accelerate regeneration.

Chair, Hornby Plc (2024 – Present) – Providing leadership to heritage brands including Scalextric, Hornby, and Corgi, ensuring sustainable commercial growth.

Previous Leadership & Advisory Roles

Chair, Market Holdings (Camden Market) (2015 – 2017) – Led company to £750 million IPO, driving strategic repositioning and commercial growth.

Chair, HSS Hire & CakeBox (2015 – 2023) – Led successful IPOs, securing investment and scalability for both businesses.

Chair, Energy Saving Trust (2018 – 2022) – Directed national energy efficiency and

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decarbonisation strategies, aligning with UK climate goals.

Houses of Parliament – Repair & Restore Investment Committee NED (2020 – 2024) – Oversaw strategic planning for the transformation of the Palace of Westminster, ensuring future sustainability.

Chair, Westonbirt National Arboretum (2023 – 2024) – Led governance improvements in preparation for Forestry Commission leadership role.

Deputy Chair, HSS Hire Group (2015 – 2017) – Led company to successful IPO and business expansion strategy.

Chair, NHS Property Services Ltd (2015 – 2018) – Managed £4 billion in NHS assets, ensuring efficient use and sustainable development.

Board Director, Sainsbury's plc (2007 – 2014) – Developed long-term carbon reduction strategy, embedding sustainability in retail operations.

Store Operations Board, Tesco plc. (1979 -2007) – Developed New Store format with first one built in Haverfordwest followed by Wrexham then across the county reduced build costs. Led change programmes to save £350m per annum to enable re investment into business using Better, Simpler Cheaper Values.

Climate & Sustainability Leadership

- CBI Climate Change Board & Imperial College/Grantham Institute Advisory Board (2007 – 2017) – Influenced national sustainability policies.
- Green Construction Board (BIS) (2013 – 2015) – Shaped sustainable development strategies in UK construction.
- Energy Saving Trust (2018 – 2022) – Led initiatives on carbon reduction and renewable energy adoption.
- Network Rail & MOD – Embedded climate adaptation and resilience into large-scale infrastructure investments.
- Worked with Alun Davies MS in helping farmers reduce carbon and therefore energy to help the farmers become more efficient. (2009 – Whilst at Sainsbury's)

Education & Professional Development

- MBA,
- Fellow, Royal Institute of Chartered Surveyors (FRICS)
- Fellow, Institute of Grocery Distribution (FIGD)
- Leading from the Chair Programme, INSEAD

Personal Details

- **Family:** Married, three children.
- **Interests:** Golf, Gardening, beekeeping, opera, and learning the saxophone.

Summary

A **high-impact Chair and NED**, I bring extensive expertise in **governance, sustainability, financial transformation, and public sector leadership**. Having led **multi-billion-pound investment projects, secured IPOs, and embedded sustainability across major organisations**, I am well-positioned to drive strategic impact. I look forward to **leveraging my leadership, commercial acumen, and governance expertise** to support future organisations in delivering their mission effectively and sustainably.