

WHO'S WHO

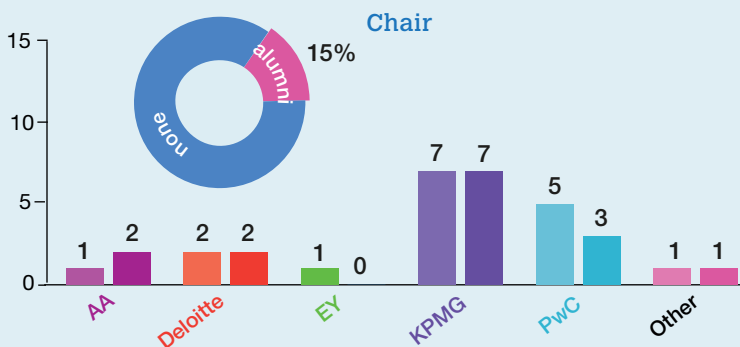
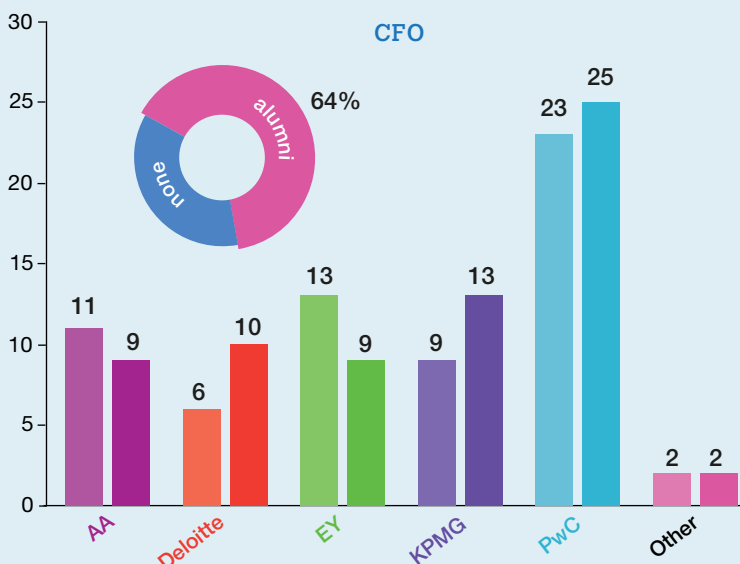
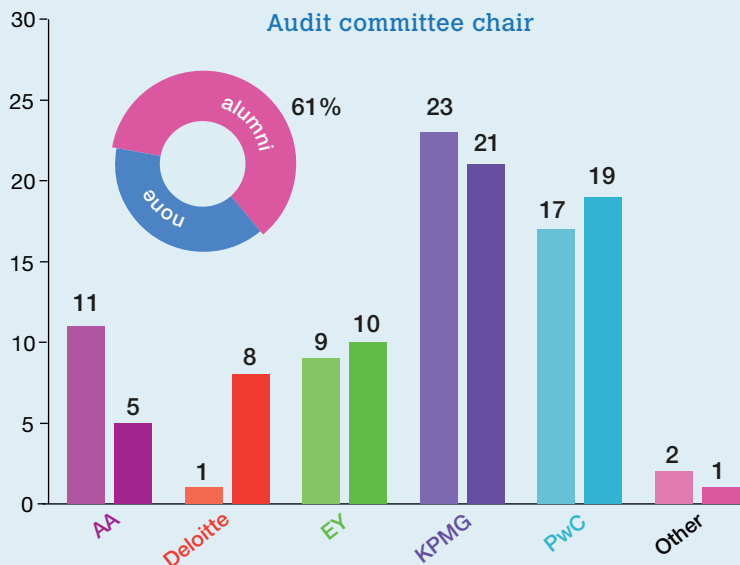
FTSE 100 SENIOR DIRECTORS 2017

Company	Auditor	Audit committee chair	Firm	Quals	CFO	CFO firm	CFO quals
3i Group	EY	Caroline Banszky	KPMG	ICAEW	Julia Wilson	AA	ICAEW
Admiral Group	Deloitte	Colin Holmes		CIMA	Geraint Jones	EY/KPMG	ICAEW
Anglo American	Deloitte	Byron Grote			Stephen Pearce		CA (Aus)
Antofagasta	PwC	Ollie Oliveira		CIMA	Alfredo Atucha		
Ashtead Group	Deloitte	Wayne Edmunds		MBA	Suzanne Wood	PwC	CPA (US)
Associated British Foods	EY	Richard Reid	KPMG	ICAEW	John Bason	AA	ICAEW
AstraZeneca	KPMG	Rudy Markham		CIMA	Marc Dunoyer		CPA (Fr)
Aviva	PwC	Keith Williams	AA	ICAEW	Thomas Stoddard		
Babcock International Grp	PwC	Ian Duncan	Deloitte	ICAEW	Franco Martinelli		ICAEW
BAE Systems	KPMG	Nick Rose			Peter Lynas		ACCA
Barclays	PwC	Mike Ashley	KPMG	ICAEW	Tushar Morzaria	PwC	ICAEW
Barratt Developments	Deloitte	Jock Lennox	EY	ICAS	Jessica White	PwC	ICAS
Berkeley Group Holdings	KPMG	Andy Myers	KPMG	ICAEW	Richard Stearn	PwC	ICAEW
BHP Billiton	KPMG	Lindsay Maxsted	KPMG	ICAEW	Peter Beaven	PwC	CA (SA)
BP	EY	Brendan Nelson	KPMG	ICAS	Brian Gilvary		
British American Tobacco	KPMG	Kieran Poynter	PwC	ICAEW	Ben Stevens		MBA
British Land Co	PwC	Tim Score	Deloitte	ICAEW	Lucinda Bell	Deloitte	ICAEW
BT Group	PwC	Nick Rose			Simon Lowth		MBA
Bunzl	PwC	Lloyd Pitchford		CIMA	Brian May	KPMG	ICAEW
Burberry Group	PwC	Jeremy Darroch	PwC	ICAEW	Julie Brown	KPMG	ICAEW
Carnival	PwC	Richard J Glasier		MBA	David Bernstein	Deloitte	AICPA
Centrica	PwC	Margherita Della Valle			Jeff Bell	KPMG	CPA (Can)
Coca-Cola HBC AG	PwC	William Douglas	EY		Michalis Imellos	EY	ICAEW
Compass Group	KPMG	John Bason	EY	ICAEW	Johnny Thomson	PwC	ICAEW
Convatec	Deloitte	Jesper Ovesen			Nigel Clerkin	KPMG	ICAI
CRH	EY	Ernst Bärtschi			Senan Murphy	Deloitte	ICAI
Croda International	PwC	Alan Ferguson	KPMG	ICAS	Jez Maiden		CIMA
DCC	KPMG	Jane Lodge	Deloitte	ICAEW	Fergal O'Dwyer	KPMG/PwC	ICAEW
Diageo	PwC	Alan Stewart		CIMA/CA(SA)	Kathryn Mikells		MBA
Direct Line Insurance	Deloitte	Andrew Palmer		ICAEW	John Reizenstein		
Easyjet	PwC	Adèle Anderson	KPMG	ICAEW	Andrew Findlay	PwC	ICAEW
Experian	KPMG	Deirdre Mahlan	PwC	CPA (US)	Lloyd Pitchford		CIMA
Ferguson	Deloitte	Darren Shapland		ACCA	Mike Powell		CIMA
Fresnillo	EY	Guy Wilson	EY	ICAS	Mario Arreguin		MBA
G4S	PwC	Paul Spence	EY		Tim Weller	KPMG	ICAEW
GKN	Deloitte	Shonaid Jemmett-Page	KPMG	ICAEW	Adam Walker	AA	ICAS
GlaxoSmithKline	PwC	Judy Lewent			Simon Dingemans		
Glencore	Deloitte	Leonard Fischer			Steve Kalmin	Horwath	CA (Aus)
Hammerson	Deloitte	Pierre Bouchut			Timon Drakesmith	PwC	ICAEW
Hargreaves Lansdown	PwC	Shirley Garrood	KPMG	ICAEW	Philip Johnson	PwC	ICAEW
HSBC Hldgs	PwC	Jonathan Symonds	KPMG	ICAEW	Iain Mackay	KPMG	ICAS
Imperial Brands	PwC	Karen Witts	EY	ICAEW	Oliver Tant	KPMG	ICAS
Informa	Deloitte	John Rishton		CIMA	Gareth Wright	PwC	ICAEW
InterContinental Hotels Grp	EY	Ian Dyson	Deloitte/AA	ICAEW	Paul Edgecliffe-Johnson	PwC	ICAEW
International Airlines Grp	EY	Kieran Poynter	PwC	ICAEW	Enrique Dupuy De Lome		MBA
Intertek Group	PwC	Michael Wareing	KPMG	ICAEW	Edward Leigh		CIMA
ITV	KPMG	John Ormerod	Deloitte/AA	ICAEW	Ian Griffiths	EY	ICAEW
Johnson Matthey	KPMG	Alan Ferguson	KPMG	ICAEW	Anna Manz		CIMA
Kingfisher	Deloitte	Andrew Bonfield	PwC	SAICA	Karen Witts	EY	ICAEW
Land Securities Group	EY	Nicholas Cadbury	PwC	ICAEW	Martin Greenslade	PwC	ICAEW
Legal & General Group	PwC	Phil Broadley	AA	ICAEW	Jeff Davies	EY	
Lloyds Banking Group	PwC	Simon Henry		CIMA	George Culmer	PwC	ICAEW
London Stock Exchange Grp	EY	Paul Heiden	KPMG	ICAEW	David Warren		MBA

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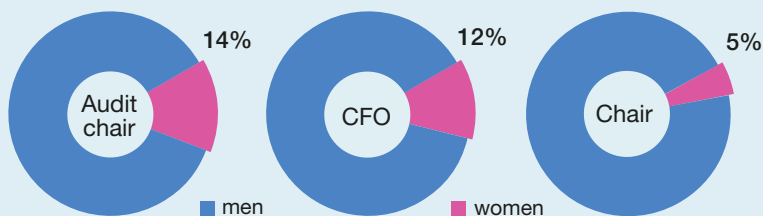
WHO'S ON THE BOARD OF THE FTSE 100 2015/17

Chair	Chair firm	Chair quals	Incoming auditor
Simon Thompson			
Annette Court			
Sir John Parker			
Jean-Paul Luksic			
Chris Cole			
Charles Sinclair	Dearden Farrow ¹	ICAEW	
Leif Johansson			PwC
Sir Adrian Montague			
Mike Turner			
Sir Roger Carr			Deloitte
John McFarlane			KPMG
John Allan			
Tony Pidgley			
Ken MacKenzie			EY
Carl-Henric Svanberg			Deloitte
Richard Burrows	KPMG	ICAI	
John Gildersleeve			
Sir Michael Rake	KPMG	ICAEW	KPMG
Philip Rogerson		ICAEW	
Sir John Peace			
Micky Arison			
Rick Haythornwaite			Deloitte
Anastassis G David			
Paul Walsh			
Sir Christopher Gent			
Nicky Hartery		MBA	
Anita Frew			
John Moloney		MBA	
Dr Javier Ferran			
Mike Biggs	AA	ICAEW	
John Barton		ICAS	
Don Robert			
Gareth Davis			
Alberto Baillères			
John Connolly	Deloitte	ICAEW	
Michael Turner			
Sir Philip Hampton	PwC	ICAEW	Deloitte
Dr Anthony Hayward			
David Tyler		CIMA	PwC
Mike Evans			
Mark E Tucker	PwC	ICAEW	
Mark Williamson	KPMG	CA (SA)	
Derek Mapp			
Patrick Cescau		MBA	
Antonio Vazquez			
Sir David Reid	KPMG	ICAS	
Sir Peter Bazalgette			
Tim Stevenson			
Andy Cosslett			
Dame Alison Carnwath	KPMG	ICAEW	
Sir John Kingman			KPMG
Lord Blackwell	KPMG	MBA	
Donald Brydon			



DIVERSITY

GENDER SPLIT OF FTSE 100 LEADERS



ALUMNI

FTSE 100 SENIOR DIRECTORS 2017 CONT.

Company	Auditor	Audit committee chair	Firm	Quals	CFO	CFO firm	CFO quals
Marks & Spencer Group	Deloitte	Andy Halford	PwC	ICAEW	Helen Weir		CIMA
Mediclinic International	PwC	Desmond Smith			Jurgens Myburgh	KPMG	CA (SA)
Merlin Entertainment	KPMG	Ken Hydon		CIMA/ACCA	Anne-Francoise Nesmes		
Micro Focus International	PwC	Richard Atkins	EY	ICAEW	Mike Phillips	KPMG/PwC	ICAEW
Mondi	Deloitte	John Nicholas		ACCA	Andrew King	Deloitte	CA (SA)
Morrison (Wm) Supermarkets	PwC	Belinda Richards	Deloitte/ EY/KPMG		Trevor Strain	Deloitte/AA	ICAEW
National Grid	PwC	Mark Williamson	KPMG	CA (SA)	Andrew Bonfield	PwC	CA (SA)
Next	EY	Jonathan Bewes	KPMG	ICAEW	Amanda James		
NMC Health	EY	Jonathan Bomford	EY	ICAEW	Prashanth Shenoy	Varma & Varma	CA (India)
Old Mutual	KPMG	Roger Marshall	PwC	ICAEW	Ingrid Johnson	PwC	CA (SA)
Paddy Power Betfair Grp	KPMG	Michael Cawley		ICAI	Alex Gersh	EY	CPA (US)
Pearson	PwC	Tim Score	Deloitte	ICAEW	Coram Williams	AA	MBA
Persimmon	EY	Rachel Kentleton		CIMA	Mike Killoran	Deloitte	ICAEW
Prudential	KPMG	David Law	PwC	ICAEW	Mark Fitzpatrick	Deloitte	CA (SA), ICAS
Randgold Resources	BDO	Jamil Kassum		MBA	Dr Graham Shuttleworth	Deloitte	CA (SA)
Reckitt Benckiser Group	PwC	André Lacroix	EY		Adrian Hannah	PwC	ICAEW
RELX	EY	Ben van der Veer	KPMG	RAN ²	Nick Luff	KPMG	ICAEW
Rentokil Initial	KPMG	Julie Southern	PwC	ICAEW	Jeremy Townsend	EY	ICAEW
Rio Tinto	PwC	Ann Godbehere		CPA ³	Christopher Lynch		CPA (Aus)
Rolls-Royce Holdings	KPMG	Lewis Booth		CIMA	Stephen Daintith	PwC	ICAEW
Royal Bank Of Scotland Grp	EY	Brendan Nelson	KPMG	ICAS	Ewen Stevenson		
Royal Dutch Shell	EY	Euleen Goh	PwC	ICAEW ⁴	Jessica Uhl		MBA
RSA Insurance Group	KPMG	Alistair Barbour	KPMG	ICAEW	Scott Egan		CIMA
Sage Group	EY	Jonathan Howell	PwC	ICAEW	Steve Hare	EY	ICAEW
Sainsbury (J)	EY	David Keens	Gale Brown	ACCA	Kevin O'Byrne	AA	ICAEW
Schroders	PwC	Rhian Davies	PwC	ICAEW	Richard Keers	PwC	ICAEW
Scottish Mortgage Inv Tst	KPMG	Justin Dowley	PwC	ICAEW	N/A		
Segro	PwC	Doug Webb	PwC	ICAEW	Soumen Das		
Severn Trent	Deloitte	John Coghlan	AA	ICAEW	James Bowling	Deloitte	ICAEW
Shire	Deloitte	Dominic Blakemore	PwC	ICAEW	Jeff Poulton		MBA
Sky	Deloitte	Adine Grate			Andrew Griffith	PwC	ICAEW
Smith & Nephew	KPMG	Robin Freestone	Deloitte	ICAEW	Graham Baker	AA	ICAEW
Smiths Group	PwC	Mark Seligman	PwC	ICAEW	Bill Seeger		MBA
Smurfit Kappa	PwC	Rosemary Thorne		CIMA	Ken Bowles		CIMA
SSE	KPMG	Peter Lynas		ACCA	Gregor Alexander	AA	ICAS
St James's Place	PwC	Simon Jeffreys	PwC	ICAEW ⁵	Andrew Croft	PwC	ICAEW
Standard Chartered	KPMG	Naguib Kheraj			Andy Halford	PwC	ICAEW
Standard Life Aberdeen	PwC	John Devine		CIPFA	Bill Rattray	EY	ICAS
Taylor Wimpey	Deloitte	Rob Rowley		CIMA	Ryan Mangold		CA (SA)
Tesco	Deloitte	Byron Grote			Alan Stewart	Deloitte	CA (SA)
TUI AG	PwC	Prof Dr Edgar Ernst			Horst Baier		
Unilever	KPMG	John Rishton		CIMA	Graeme Pitkethly	PwC	ICAEW
United Utilities Group	KPMG	Brian May	KPMG	ICAEW	Russ Houlden		CIMA
Vodafone Group	PwC	David Nish	PwC	ICAS	Nick Read		CIMA
Whitbread	Deloitte	Chris Kennedy			Nicholas Cadbury	PwC	ICAEW
Worldpay Group	KPMG	Martin Scicluna	Deloitte	ICAEW	Rick Medlock	AA	ICAEW
WPP	Deloitte	Jacques Aigrain			Paul Richardson	KPMG	ICAEW

Notes

FTSE 100 constituent members as of 22/09/2017
 Auditor is firm that signed off latest available annual report as of 22/09/17
 Audit committee chair, CFO and board chair as of 10/10/17
 Biographical details taken from corporate websites and other corporate databases, including LinkedIn and ICAEW/ICAS online databases.
 The data was compiled in October 2017.

- AA Arthur Andersen
- Arthur Andersen (AA) and Deloitte are listed separately
- Deloitte includes Touche Ross and predecessor firms
- PwC includes Price Waterhouse, Coopers & Lybrand and predecessor firms
- KPMG includes Peat Marwick, Thompson McLintock and predecessor firms
- EY includes Ernst & Whinney, Arthur Young and predecessor firms
- Baker Tilly UK rebranded as RSM in October 2015

SKILLS

QUALIFICATIONS OF FTSE 100 DIRECTORS 2015/17

Chair	Chair firm	Chair quals	Incoming auditor
Archie Norman			
Edwin Hertzog			
Sir John Sutherland			
Kevin Loosemore			KPMG
David Williams	PwC	ICAEW	PwC
Andrew Higginson		CIMA	
Sir Peter Gershon			Deloitte
Michael Roney			PwC
Mark Tompkins			
Patrick O'Sullivan	AA	ICAI	
Gary McGann		ACCA	
Sidney Taurel		MBA	
Nicholas Wrigley		ICAEW	
Paul Manduca			
Christopher Coleman			
Adrian Bellamy		MBA	KPMG
Anthony Habgood			
John McAdam			
Jan du Plessis		CA (SA)	
Ian Davis			PwC
Howard Davies			
Charles Holliday			
Martin Scicluna	Deloitte	ICAEW	
Donald Brydon			
David Tyler		CIMA	
Michael Dobson			EY
John Scott		MBA	
Gerald Corbett		MBA	
Andrew Duff			
Susan Kilsby		MBA	
James Murdoch			
Roberto Quarta			
Sir George Buckley			
Liam O'Mahoney		MBA	
Richard Gillingwater			
Sarah Bates		MBA	
Jose Vinals			
Sir Gerry Grimstone			KPMG
Kevin Beeston		CIMA	
John Allan			
Klaus Mangold			
Marijn Dekkers			
John McAdam			
Gerard Kleisterlee			
Richard Baker			
Sir Michael Rake	KPMG	ICAEW	
Roberto Quarta			

1 BDO Binder Hamlyn
 2 RA Netherlands
 3 CGA (Canada)
 4 CA (Singapore)
 5 CPA (US), CPA (SA)
 6 CEO data, Robert Half

