



THE RESULTS

Thursday 19th March 2026

THE JUDGING PANEL

Our eminent panel of judges come from a variety of sectors.



Dame Ruth Cairnie
Chair, NED Awards



Vivienne Artz
FTSE Women Leaders
Review



Domenic Brancati
Georgeson



Dorothy Burwell
FGS Global



Graham Durgan
NEDA



Steven Fine
Peel Hunt



Erin Brookes
Alvarez & Marsal



Simon Gorringe
Santander Corporate &
Investment Banking



Peter Hogg
CBI



Lesley-Ann Nash
St James's Place



James Parkes
CMS



Suki Sandhu OBE
Audeliss Executive
Search



Hilary Sears
Cranfield School
of Management



Jon Yeomans
The Sunday Times



Tim Score
Bridgpoint Group



Oliver Shah
Newcome Advisory



Dr Philip Stiles
Cambridge Judge
Business School



Pippa Begg
Board Intelligence



**Prof. Susan
Vinnicombe CBE**
Cranfield School of
Management



Paul Walker
RELX

THE JUDGING PROCESS

STAGE 1

A short form nomination is made online. Chief executives and senior management, as well as academics, accountants, advisors, analysts, lawyers and charitable trust managers can nominate a Non-Executive Director for any of the categories except Lifetime Achievement which is chosen by the judging panel.

STAGE 2

At this stage a board member of the organisation (normally CEO) is contacted to provide further information on the Non-Executive Director that has been nominated. They are asked to answer a questionnaire (the long form), which analyses the Non-Executive Director's skills.

STAGE 3

We ensure that all of the long and short forms are eligible. We then narrow the list of nominees per category, this is done by professors from Cranfield School of Management & Cambridge Judge Business School.

STAGE 4

Each nominee on the shortlist is interviewed by one of the judges.

STAGE 5

Judges come together to discuss the shortlist and the winners are decided by an anonymous voting system.



SHORTLIST

FTSE 100 CHAIR

George Culmer, Aviva

Andrew Fisher, Rightmove

Sir John Kingman, Legal & General Group

Sir Nicholas Lyons, Phoenix Group

Martin Scicluna, Sainsbury's

FTSE 100 NED

Laura Wade Gery, Legal & General Group

Catherine Hughes, Shell

Yasmin Jetha, NatWest Group

Tanuj Kapilashrami, Sainsbury's

Jayaprakasa (JP) Rangaswami, Admiral Group

FTSE ALL SHARE

Aubrey Adams OBE, Tritax Big Box

Robert Noel, Hammerson

Baroness Kate Rock, Keller Group

John Tutte, Bellway

Leslie Van de Walle, Greencore

DAME HELEN ALEXANDER 'NED TO WATCH'

Rosie Bailey, Moonlight Energy

Alys Carlton, Football Association of Wales

Monica Collings OBE, Dalcour Maclaren

Kate Methuen-Ley, Development Bank of Wales

Lisa Scott, Margetts Fund Management

FTSE AIM

Gary Bullard, AFC Energy

Carol Chesney, IQE

Lisa Fretwell, Restore

Ilse Howling, Frontier Developments

Dianne Walker, Victorian Plumbing

PRIVATE/PRIVATE EQUITY BACKED

Suzanne Clark, The Exeter

Serena Joseph, Kroo Bank

Phil Male, Miss Group

Nicholas Thain, Amerge

Lord Adair Turner, OakNorth Bank

NOT FOR PROFIT/PUBLIC SERVICE ORGANISATION

Hetti Barkworth-Nanton CBE, Refuge

Sir Lloyd Dorfman CBE, Royal Ballet and Opera

Karen Frank, British Heart Foundation

Alina Kessel, Fight for Sight

Beth Knight, British Tourist Authority

THE RESULTS



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Ilse Howling
Frontier
Developments



PRIVATE/PRIVATE
EQUITY BACKED
Nicholas Thain
Amerge



NOT-FOR-PROFIT/
PUBLIC SERVICE
ORGANISATION
Karen Frank
British Heart
Foundation



LIFETIME
ACHIEVEMENT
Archie Norman

FTSE 100 CHAIR



George Culmer, Aviva

George has led an extraordinary turnaround of this FTSE 100 company. When taking on the role, he provided an immediate stabilising influence – demonstrating decisive leadership and setting a powerful foundation for change – showcasing truly exceptional leadership.

George has played an instrumental role in delivering significant shareholder value and a market defining acquisition. His impact on the company has been comprehensive and lasting – with a market cap that has almost doubled during his tenure.

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Corporate & Investment Banking

FTSE 100 NED



Tanuj Kapilashrami, Sainsbury's

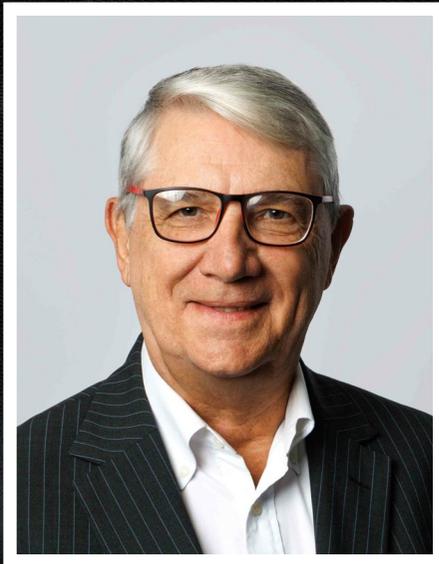
Tanuj has demonstrated an ability to bring a deeply human centred lens to the boardroom, connecting macro forces to practical decisions. She has been instrumental in shaping their company's response to issues ranging from post pandemic workforce needs to income inequality.

The judges described Tanuj as authentic, thoughtful, and courageous – someone who brings clarity, empathy, and future focused challenge to every discussion. Her influence on culture, inclusion and behavioural change made a lasting impression, as did her skill in balancing a significant executive role alongside a demanding NED appointment.

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FTSE ALL SHARE



Leslie Van de Walle, Greencore

The judges praised Leslie's ability to operate across multiple industries, bringing a range of experience into the boardroom. His belief in diversity of thought and focus on developing others was particularly noted, as was his steady influence during complex shareholder negotiations.

Over the last three years Leslie has overseen outstanding company performance, culminating in a transformational acquisition that has reshaped Greencore's position in its sector.

Under Leslie's leadership, Greencore has delivered exceptional shareholder value, completed a transformational acquisition, and re-established itself as a leader in UK convenience food. His sound judgment and steady influence have been instrumental in the company's remarkable performance.

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DAME HELEN ALEXANDER 'NED TO WATCH'



Alys Carlton, Football Association of Wales

Alys has navigated politically sensitive issues with courage, empathy, and composure. Her willingness to open difficult conversations and ability to drive cultural change demonstrated maturity far beyond her tenure.

The judges also recognised Alys' growing influence across the sporting sector, her commitment to inclusion, and her delivery of significant change so early on in her NED career.

As Chair of the Football Association of Wales Alys has modernised governance, driving cultural change across Welsh football. Her impact marks her as a true NED to Watch.

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 **BOARD
INTELLIGENCE**

FTSE AIM



Ilse Howling, Frontier Developments

The judges were particularly struck by Ilse's demonstration of clarity and courage during a period of intense challenge.

Ilse stepped into the role at a moment of instability, providing immediate decisiveness and cohesion to the Board. Her ability to unite diverse viewpoints, foster open but focused discussion, and support the CEO with the right balance of empathy and challenge was especially commended.

Despite being relatively early in Ilse's Chair career, her passion and positive impact has allowed the company to emerge stronger – with a share price performance to match.

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Nicholas Thain, Amerge

Nicholas demonstrates a rare ability to combine entrepreneurial experience with disciplined governance, enabling him to guide a fast growing, international business from its very earliest stages to significant global scale. He stands out for his ability to empower leaders, and commitment to improving diversity and build a positive, high performing culture.

Nicholas' practical, lived entrepreneurial experience – paired with humility and genuine care for the management team – made him a distinctive and compelling candidate.

As Non-Executive Director of Amerge, Nicholas has delivered transformational impact – strengthening governance, shaping strategy, driving global expansion, and embedding values that fuel exceptional performance.

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Karen Frank, British Heart Foundation

In one of the most competitive fields this year, the judges were particularly impressed by Karen who combined clarity and rigour with deep understanding of her organisation's operational realities, consistently supporting the executive while maintaining the distinct role of a NED.

She has helped shape a bold, insight led strategy, strengthened governance, and championed innovation. Her decisive leadership, commercial acumen, and capacity to deliver at the very highest level – alongside a demanding executive career – left a lasting impression.

As Chair of the British Heart Foundation, Karen has delivered transformational strategic leadership, strengthened governance and united the organisation behind bold, lifesaving ambitions.

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LIFETIME ACHIEVEMENT



Archie Norman

This year's Lifetime Achievement award celebrates Archie Norman, whose career has helped reshape some of the most recognised institutions in British retail and beyond.

Archie began his professional life in strategic consultancy before moving into the world of large-scale business transformation, where he built a reputation early on for stepping into organisations at moments of significant challenge – and delivering remarkable results.

From leading one of the most celebrated retail turnarounds of its era, to guiding major listed companies through periods of reinvention, Archie has repeatedly shown an exceptional ability to steady the ship, set a clear direction, and inspire talented teams.

The lasting impact of his leadership is evident in renewed cultures, strengthened governance, and long-term shareholder value.

Archie Norman is one of Britain's most respected business leaders, renowned for transforming some of the country's best-known brands. Celebrated for his clarity, discipline and exceptional turnaround expertise, Archie's contribution to UK boards has been profound.

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For further information about the awards please visit nedawards.co.uk, or email nedawards@peelhunt.com

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