

## Board of directors



**Peter Erskine**

### Chairman

Peter was appointed Chairman and a non-executive director in 2009. He is a member of the Advisory Committee of Telefónica Europe plc, a non-executive adviser to Telefónica Digital and a director of Telefónica S.A. He was Chairman and Chief Executive of O<sub>2</sub> until 2008. Prior to this he held senior positions with BT (from 1993 to 2001), UNITEL and Mars. He is a member of the Telecoms and IT Advisory Board of Apax Private Equity and is Chairman of the Advisory Board on Strategy at Henley Business School, Reading University. Age 61.



**Ian A Bull FCMA**

### Chief Financial Officer

Ian was appointed Chief Financial Officer and a director in 2011. From 2006 to 2011, he was Group Finance Director of Greene King plc. Between 1997 and 2005, he held a number of senior positions with BT Group, including CEO, BT Retail Enterprises and CFO, BT Retail. Prior to this he was Vice President, Buena Vista Home Entertainment (Walt Disney Group) from 1993 to 1997 and was with Whitbread plc from 1990 to 1993. Age 52.



**Richard I Glynn**

### Chief Executive

Richard was appointed Chief Executive and a director in April 2010. He was previously Chairman of Sporting Index from 2008 to 2010, having been Chief Executive from 2001. Prior to this he was Group Managing Director of WCT and CEO of Megalomedia PLC. In 2009 he founded Alinsky Partners where he worked with management, financial institutions and investors to effect transformation. From 2000 to 2010, he served as a special trustee of Great Ormond Street Hospital Children's Charity and from 2008 to 2010 was a trustee of the Child Health Research Appeal Trust of the UCL Institute of Child Health. From 2010 to 2011, he was a member of the Bookmakers' Committee of the Horserace Betting Levy Board. He is currently a trustee of the Responsible Gambling Trust. Age 48.



**John M Kelly OBE**

### Independent Non-Executive Director & Senior Independent Director

John was appointed a non-executive director and Senior Independent Director in 2010. He was founder and Chief Executive of the Gala Coral Group having led a management buy-in from Bass Plc in 1997 and subsequently became Chairman until 2009. Prior to founding Gala Coral he was a Board member at Mecca Leisure Limited and was a Board member of The Prince of Wales' Business in the Community Charity from 2003 to 2010. He has been Chairman of Novus Leisure Limited since September 2011. He is Chairman of Trainline.com and Kings Park Capital LLP Advisory Board as well as being a co-founder of Dunelmia Partners LLP. Age 65.



**Sly Bailey**

### Independent Non-Executive Director

Sly was appointed a non-executive director in 2009. Until June 2012, she was Chief Executive of Trinity Mirror plc and a non-executive director and Chairman of the remuneration committee of the Press Association. From 1989 to 2003, she held senior positions with IPC Media Limited including Chief Executive from 1999. Previously she was senior independent director and remuneration committee Chairman of EMI plc and a non-executive director of Littlewoods Plc. She is President of NewstrAid and a governor of the English National Ballet School. Age 51.



**John F Jarvis CVO, CBE**

Independent  
Non-Executive Director

John was appointed a non-executive director in 2006. He is a non-executive director of Apollo Genting London Limited and a member of The Jockey Club. From 2003 to 2012, he was non-executive Chairman of Sandown Park. Until 2011, he was Chairman of Jarvis Hotels Limited. He was previously a non-executive director at United Racecourses and non-executive Chairman of Sporting Index. From 1979 to 1990, he was an executive director of the Company, then named Ladbroke Group plc, and Chairman of Hilton International from 1987 to 1990. Age 70.



**Christine M Hodgson ACA**

Independent  
Non-Executive Director

Christine was appointed a non-executive director on 1 May 2012. Since January 2011, she has been Executive Chairman of Capgemini UK plc. She was CEO of Technology Services North West Europe from 2009 to 2010 and CFO of Global Outsourcing from 2004 to 2009. Previously she was Corporate Development Director of Ronson Plc and held senior positions at Coopers & Lybrand. She is a board, finance and risk committee member of The Prince of Wales' Business in the Community Charity and is a board and audit committee member of MacIntyre Care. Age 48.



**Christopher J Rodrigues CBE**

Independent  
Non-Executive Director

Christopher was appointed a non-executive director in 2003. He is currently Chairman of International Personal Finance plc and Chairman of the national tourism body, VisitBritain. Until 2006 he was President and Chief Executive of Visa International. Prior to this he was Group Chief Executive of Bradford & Bingley plc, Group Chief Executive of Thomas Cook and also held several senior management positions with American Express. He is a Steward of Henley Royal Regatta, Chairman of the Windsor Leadership Trust, Chairman of the Almeida Theatre and a council member and trustee of the National Trust. Age 63.



**Richard Moross**

Independent  
Non-Executive Director

Richard was appointed a non-executive director on 1 May 2012. He is President and CEO of Moo.com, the award winning online print business he founded in 2004. Prior to this, he worked for the design company, Imagination, sorted.com and the BBC. He is a member of the government's Tech City Advisory Group, which is focused on building a technology cluster in East London, a member of the Young Presidents Organisation and the International Academy of Digital Arts and Sciences. Age 35.



**Darren M Shapland FCCA**

Independent  
Non-Executive Director

Darren was appointed a non-executive director in 2009. In May 2012 he became Chief Executive of Carpetright plc, having been a non-executive director for the previous 8 months and Group Finance Director from 2002 to 2005. Until December 2012, he was Chairman of Sainsbury's Bank plc and was Group Development Director and Chief Financial Officer of J Sainsbury plc between 2005 and 2011. He was Finance Director of Superdrug Stores plc from 2000 to 2002. Prior to this he held a number of senior financial and operational management positions with Arcadia Group plc between 1988 and 2000. Age 46.

## Board Committees

As at 21 February 2013

### Audit Committee

Darren M Shapland (Chaired by)  
John M Kelly  
Christine M Hodgson

### Nomination Committee

Peter Erskine (Chaired by)  
John F Jarvis  
John M Kelly  
Christopher J Rodrigues

### Remuneration Committee

Christopher J Rodrigues (Chaired by)  
Sly Bailey  
Peter Erskine  
John F Jarvis  
Christine M Hodgson  
Richard Moross