

# Board of Directors



**Mike Biggs**  
Chairman



Appointed: non-executive director March 2017; chairman May 2017

#### Experience and competencies

Mike has more than 40 years' experience within the financial services sector, gained in both executive and non-executive roles. He has extensive experience as a listed company chairman and uses his broad skills and deep knowledge to lead the board and ensure that it operates effectively. Mike's considerable experience of engaging with key stakeholders, including major shareholders and regulators, makes him well placed to lead the board and drive the strategy and culture of the group. Mike is an Associate of the ICAEW.

#### External roles

Current – none

#### Past

- Direct Line Insurance Group plc, chairman\*
- Resolution Limited, chairman
- Resolution plc, chief executive officer and group finance director\*
- Aviva plc, finance director\*



**Adrian Sainsbury**  
Chief Executive

Appointed: executive director September 2020

#### Experience and competencies

Adrian's broad experience in the banking industry makes him qualified to lead Close Brothers. Having joined the group in 2013, Adrian was appointed to the board as chief executive in September 2020. Prior to this, Adrian was managing director of Close Brothers' Banking division from 2016 to 2020. Adrian has served as a director of Close Brothers Limited, the group's principal banking subsidiary, since August 2013. He has deep knowledge and experience of the group and the wider UK banking sector. His strong leadership and commercial expertise support his valuable contribution to the board, ensuring that the group continues delivering for its stakeholders in the years to come.

#### External roles

Current – none

#### Past

- UK Finance, board member
- Asset Based Finance Association, chairman
- Barclays, various executive roles
- RBS, various executive roles
- Bank of Ireland, head of global specialised finance
- ANZ, chief executive of Europe



**Mike Morgan**  
Finance Director

Appointed: executive director November 2018

#### Experience and competencies

Between 2010 and 2018 Mike was chief financial officer of Close Brothers' Banking division, and since 2010 he has been a director of Close Brothers Limited, the group's principal banking subsidiary. Mike is a chartered accountant and his combined extensive experience of financial services and financial leadership, as well as his strong understanding of the group and its businesses, are an asset to the board. He is an experienced finance director and his financial expertise plays a fundamental role in driving strategy.

#### External roles

Current

- Member of the finance, audit and risk committee of Battersea Dogs & Cats Home

#### Past

- ICAEW Financial Services Faculty Board, chair
- RBS, divisional finance director
- Scottish Provident, various senior roles

**Mark Pain**

Senior Independent Director ("SID")



Appointed: non-executive director and SID January 2021

**Experience and competencies**

Mark brings to the board more than 30 years' finance, risk management and commercial experience. He has held executive and non-executive roles in both listed and private financial services companies, including in retail banking and insurance. Mark has experience as a SID and makes a highly valuable contribution to the board. He was previously finance director of Barratt Developments plc and Abbey National plc and this experience equips him to support the chair as SID.

**External roles****Current**

- AXA UK plc, chairman
- Empiric Student Property plc, non-executive chairman\*

**Past**

- Barratt Developments plc, finance director\*
- Abbey National plc, finance director\*
- Yorkshire Building Society, senior independent director
- London Square Limited, non-executive chairman
- Ladbrokes Coral Group plc, non-executive director\*
- Punch Taverns plc, non-executive director\*
- Spirit Pub Company plc, non-executive director\*
- Johnston Press plc, non-executive director\*
- Aviva Insurance Limited, non-executive director

**Tracey Graham**

Independent Non-executive Director



Appointed: non-executive director March 2022

**Experience and competencies**

Tracey brings to the board significant executive leadership experience from organisations in the financial and business services sectors, both in the UK and internationally. She is an experienced non-executive director, having served on a number of listed company boards across a range of financial services sectors. She is an experienced remuneration committee chair and has extensive experience serving as a senior independent director. Tracey's significant commercial, operational and customer service insights are of great benefit to the board.

**External roles****Current**

- Nationwide Building Society, SID
- DiscoverIE Group plc, SID\*
- LINK Scheme Limited, non-executive director

**Past**

- Royal London Mutual Insurance Society Limited, non-executive director
- Ibstock plc, SID\*
- AXA Insurance plc, director of customer services
- Talaris Limited, chief executive officer
- De La Rue plc, various executive roles
- HSBC, various senior positions

**Kari Hale**

Independent Non-executive Director



Appointed: non-executive director 28 June 2023

**Experience and competencies**

Kari brings to the board extensive audit and commercial expertise and a deep understanding of the audit and governance environment, drawing on his many years in senior audit roles at Deloitte, including membership of its financial services industry board. His expertise includes leading sensitive and complex audits of high-profile organisations. Kari has deep experience of the financial services sector and served as a senior adviser to the Financial Reporting Council, having previously been an executive director at the Financial Services Authority. Kari also brings experience of chairing audit committees at large financial services organisations, making him qualified to chair the Audit Committee of the group.

**External roles****Current**

- AXA UK plc, non-executive director

**Past**

- Deloitte, senior audit partner
- Financial Reporting Council, senior adviser
- Financial Services Authority, executive director



**Patricia Halliday**  
Independent Non-executive Director

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Appointed: non-executive director August 2021

### Experience and competencies

Patricia brings considerable risk and commercial expertise to the board. She has more than 30 years' experience in risk management across the investment, corporate and retail banking sectors, including serving as chief risk officer in financial services organisations. Her deep understanding of the regulatory, risk and governance environment is immeasurably valuable and supports the board's leadership of the group. Her experience qualifies her to chair the Risk Committee.

### External roles

Current – none

### Past

- Santander UK, chief risk officer
- GE Capital International Holdings Limited, chief risk officer
- Deutsche Bank, credit risk managing director
- Barclays Capital, various senior risk management roles



**Tesula Mohindra**  
Independent Non-executive Director

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Appointed: non-executive director July 2021

### Experience and competencies

Tesula brings to the board extensive finance and commercial expertise, drawing on over 25 years' experience which includes senior executive and advisory roles in the banking, insurance and pension fund sectors. Tesula qualified as a chartered accountant with PwC and held managing director roles at JP Morgan and at UBS, specialising in corporate finance for financial institutions and pension fund risk management. She was a founding member of the management team of Paternoster, the specialist bulk annuity insurer, where she was a member of the executive committee. Since then, she has worked as an independent financial consultant advising on business plans and capital raising. Tesula's considerable financial services expertise gained in a broad range of organisations, from investment banks to start-ups, supports the board's leadership of the group and makes her well positioned to serve the board.

### External roles

Current

- RAC Group, non-executive director
- NHBC (National House Building Council), non-executive director
- Variety, the Children's Charity, trustee

### Past

- JP Morgan, managing director
- UBS, managing director



**Sally Williams**  
Independent Non-executive Director

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Appointed: non-executive director January 2020

### Experience and competencies

Sally brings extensive risk, regulatory and governance experience to the board, having held senior executive positions at Marsh, National Australia Bank and Aviva. Prior to that, Sally held roles at PwC in both their risk management and audit teams, over a period of 15 years. She is a chartered accountant, and also has significant experience chairing audit committees. The board benefits from Sally's considerable experience of the broader UK financial services and insurance sectors, and her understanding of risk management, compliance and audit matters.

### External roles

Current

- Lancashire Holdings Limited, non-executive director\*
- Family Assurance Friendly Society Limited (OneFamily), non-executive director
- Ovarian Cancer Action, trustee

### Past

- Marsh Ltd, director of risk and governance
- National Australia Bank, head of risk, London
- Aviva, group risk and governance director
- PwC, director, risk management