

# Directors' report

## Our Board

### 1 Rod Kent (MA, MBA)

#### Chairman

Rod (age 60) joined the Board in September 2002 and became Chairman in November 2002. He was Managing Director of Close Brothers for 28 years until 2002, a Non-executive Director of Close Brothers Group plc for four years and was appointed Chairman in November 2006. He is also Chairman of Grosvenor Limited and BT Pension Scheme Trustees Ltd and a governor of the Wellcome Foundation. He is Chairman of the Nominations Committee and a member of the Remuneration Committee, and Balance Sheet Management Committee.

### 2 Steven Crawshaw (MBA, LLB)

#### Group Chief Executive

Steven (age 46) joined Bradford & Bingley from Lloyds TSB in 1999 as Flotation Director before he was appointed to the Board in January 2002, taking responsibility for Group Strategy, HR & IT. He became Managing Director, Lending in January 2003. He was appointed Group Chief Executive in March 2004. He is a member of the Nominations Committee.

### 3 Nicholas Cosh (MA, FCA)

#### Non-executive Director

Nicholas (age 61) joined the Board of Bradford & Bingley Building Society in July 1999 and the plc Board in April 2000. He is a chartered accountant and was formerly Group Finance

Director of a number of companies including JIB Group plc, MAI plc and Charterhouse Japhet. He is Chairman of Kiln plc and a Non-executive Director of ICAP plc and Hornby plc. He is Chairman of the Balance Sheet Management Committee, a member of the Audit Committee and the Nominations Committee and the recognised Senior Independent Director.

### 4 Stephen Webster (FCA)

#### Non-executive Director

Stephen (age 55) joined the Board in May 2003. He is Group Finance Director of Wolseley plc, the building materials distribution company. He is a chartered accountant and was formerly a Partner at Price Waterhouse. He is a member of the Hundred Group Financial Reporting Committee. He is Chairman of the Audit Committee and a member of the Nominations Committee.

### 5 Ian Cheshire (MA, FRSA)

#### Non-executive Director

Ian (age 48) joined the Board in August 2003. He was appointed Chief Executive of Kingfisher in January 2008, where he was previously Chief Executive of B&Q, prior to which he was Chief Executive, International and Development. Before joining Kingfisher, he worked for Boston Consulting Group, Guinness plc and a number of retail

businesses including Sears. He is a member of the Audit Committee, the Remuneration Committee and the Nominations Committee.

### 6 Robert Dickie (MBA, FCIBS, FRSA)

#### Group Operations Director

Robert (age 48) joined Bradford & Bingley on 2 January 2003 and was appointed to the Board in August 2003. He joined from Zurich Financial Services Group (UK) Ltd where he was Managing Director, UK Enterprise. Prior to this, Robert held a variety of senior positions at National Australia Bank which he joined from Clydesdale Bank. He is responsible for the information technology, property and procurement, lending operations, retail operations, customer relations, collections and change delivery functions.

### 7 Louise Patten (MA)

#### Non-executive Director

Louise (age 54) joined the Board in December 2003. She is currently Non-executive Chairman of Brixton plc and a Non-executive Director of Marks and Spencer Group plc as well as senior adviser to Bain & Co. She began her career at Citibank and remained in financial services until 1993, when she joined the management consultancy, Bain & Co, as a Partner. Her previous experience as a Non-executive Director includes the Hilton Group, Great Universal Stores and Somerfield. She is



## Our Board bring a wide range of banking and commercial experience to the Group

Chairman of the Remuneration Committee and a member of the Nominations Committee.

### 8 Chris Willford (BA, ACMA)

#### Group Finance Director

Chris (age 45) was appointed to the Board as Group Finance Director in October 2005. He is a chartered management accountant and previously held senior finance roles at Abbey, Barclays Bank and British Airways. He is responsible for the finance, compliance, risk, audit, legal and company secretarial functions.

### 9 Roger Hattam (BA, MBA)

#### Managing Director Group Product and Marketing

Roger (age 39) was appointed to the Board on 1 May 2007 as Group Product and Marketing Director, with additional responsibility for credit management, strategy and commercial lending. Roger has worked extensively within the Company for 17 years, including roles in credit management, Group strategy, and the retail salesforce, during which time he launched the relationship with Legal & General. He completed his MBA in 2000. He is a member of the Balance Sheet Management Committee.

### 10 Mark Stevens (MA, MBA)

#### Group Sales Director

Mark (age 38) joined Bradford & Bingley as Managing Director, Group Strategy in 2003 after spending three years as a Principal at Apax Partners and six years as a partner at Mercer Management Consulting. In May 2004 Mark became a member of the Executive Committee. He joined the Board on 1 May 2007 as Group Sales Director with responsibility for intermediary sales, the branch and branch type agency network, direct channels, partnerships and Bradford & Bingley International.

### 11 Michael Buckley (MA, LPh, MSI, FCIB(Rol))

#### Non-executive Director

Michael (age 62) joined the Board in July 2007. He is Non-executive Director and Senior Independent Director at DCC plc and a Non-executive Director of both M&T Bank Corporation in the USA and Bramdean Alternatives Limited. Michael is senior adviser to a number of privately held Irish and international companies and is an Adjunct Professor at the Department of Economics at NUI University College Cork. He was Group Chief Executive of Allied Irish Banks plc from 2001 to 2005 having earlier served as Managing Director of AIB Capital Markets and AIB Poland. Previously, he was Managing Director of the NCB Group and a senior public servant in Ireland and the EU. He is a member of the Audit and the Nominations Committees.

### Group committees

The Board Directors serve on a number of committees and information about the Audit, Balance Sheet Management, Remuneration and Nominations Committees is included pages 25 to 26. In addition, Bradford & Bingley has other management committees that focus on day-to-day matters, including the Executive Committee. This Committee generally meets on a weekly basis and is the key collective decision making body with regard to the operational issues within the Group. The members of this Committee are the Executive Directors: Steven Crawshaw, Robert Dickie, Roger Hattam, Mark Stevens and Chris Willford together with Ian Anderson (Group HR Director). Information about the committees focused on the compliance and risk areas of our business is included on page 19.

