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**From:** Robert Swannell [GRO]  
**Sent:** 19/10/2018 17:56:43  
**To:** Jane Guyett [GRO]  
**Subject:** Re: UKGI NED Specification

Many thanks Jane.

Have a great time in Portugal – wish we were there too!

With best wishes

Robert

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**From:** Jane Guyett [GRO]  
**Date:** Friday, 19 October 2018 at 18:26  
**To:** Robert Swannell [GRO]  
**Subject:** Re: UKGI NED Specification

Dear Robert,

Understood vis a vis the draft spec., that makes sense, we should aim high.

I am supportive of Alice Perkins, but suspect we will get some push back on the need for a Board review (and the cost, whatever that is) rather than the individual doing the reviews.

Have a good weekend too, we are in Portugal for a few days, variable weather, we are making up for it by going to all our favourite restaurants !

All the best,

Jane  
[GRO] (mobile)

On 19 Oct 2018, at 17:01, Robert Swannell [GRO] wrote:

Dear Jane,

I have incorporated almost all of your comments into the draft spec. The only one I didn't take was the "and/or " between the first two items because my strong preference is to have both if it's at all possible. That said if there was someone who looked like John Kingman I suspect we would take them despite lack of commercial Exco experience.

By the way I have now spoken to a large number of potential board evaluators. I am inclined to ask Alice Perkins if she would do the role for a combination of cost with her exceptional experienced of the worlds of business and HMG. She has now confirmed she would do it at a substantial discount to the cost of the main players. I spoke to Ffion Hague, Tracy Long ( the two with biggest market share of FTSE companies ) and with Russell Reynolds, Spencer Stuart and Egon Zehnder and the range was c£50,000 - £80,000. Alice will do the same job, including one on one interviews , for £30,000.

Alice is Jack Straw's wife, She was Chair of the Post Office and was Head of HR for the civil service in the Cabinet Office. I knew her when she was on the Board of Littlewoods before its sale to the Barclays. She has been doing Board Reviews for many years as well as being a coach, latterly with JCA. She recently did the Board Review for Highways England. She is a proper "grown up" to whom I believe Board members could be candid about their views.

Do let me know if you have strong views to the contrary. I would intend to discuss this at the November Board.

Have a very good weekend and thank you for all your help.

With best wishes

Robert

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**From:** Jane Guyett { GRO }  
**Date:** Thursday, 18 October 2018 at 13:28  
**To:** Robert Swannell { GRO }  
**Subject:** Re: UKGI NED Specification

Robert,

I completely agree with your approach and the characteristics.

I have added in my thoughts, below, in the text, and have a couple of questions.

In 2) I added IT and engineering as a sector background as I think this is also important but agree that they are secondary to the other sectors right now

In 4) why wouldn't we explicitly ask for main board experience ? It is unlikely that someone who is an NED of a listed company would not have main board experience ?

## **Experience**

1. Substantial commercial experience as a member of the Exco of a major company ('substantial' meaning a minimum of two years)

And/or

Demonstrable experience of dealing with HMG at high level in multiple departments (can we specify a grade and minimum time served at this grade)

2. Preferably minimum of x years experience of Infrastructure, Energy, Defence, IT, Engineering or Transport sectors (not consulting, accounting or banking)

3. Must have Chair or NED experience of listed company and/or other major entity

4. Preference for Board experience as an ED in a major entity

5. Must have financial acumen (could be commercial FD, COO, head of Strategy in a major entity) and demonstrated experience of M&A/transactions preferable

## Characteristics

Low ego, capable of influence rather than directing

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A team player

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Demanding, but with sufficient charm/EQ to be effective as NED

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Real engagement with UKGI, its values and its mission

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Strong ethics, recognised by peers/colleagues

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No strong political affiliations

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Preferably an unconventional thinker – someone who would challenge the status quo

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Someone who would recognisably add diversity to the existing Board (this is diversity of background and experience)

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## Strawman Ideal candidate based on Spec

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Colin Matthews (pre Highways England) CEO, Hays, Severn Trent, BAA/Heathrow/, ED Transco, NED Johnson Matthey

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Many thanks,

Jane Guyett

**GRO** (mobile)

On 17 Oct 2018, at 13:10, Robert Swannell **GRO** wrote:

Dear Jane,

This is my draft of the spec we discussed before in outline. Would be v grateful for your thoughts before I share with Charles and the other NEDs.

<UKGI NED Specification.docx>

With best wishes

Robert