

governance

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# Trustee leadership of the top 100 charities



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# Trustee leadership of the top 100 charities

Although probably well known in their professional lives, little is known in the voluntary sector about the men and women who lead their boards as chairs and vice-chairs of trustees.

This is the first survey to look in depth into trustee leadership of the top 100 charities. This survey will be repeated biennially which will allow trends to be plotted.

## Transparency

Much of the information covered in this survey is publicly available. Some of the information we sought is personal, eg ethnicity and age. Most of the Top 100 charities gladly took part in the survey and were totally open and transparent. They set a real example of openness and transparency to all charities.

A few charities however were reluctant to provide even information that is publicly available in their annual reports. (Information obtained through annual reports is shown in italics and as a result may be out of date). A couple of charities were surprisingly hostile when asked to participate. Fortunately they were just a couple.

Details of individual chairs and vice-chairs can be found in tables B and C.

## Gender

Male chairs dominate the top 100 charities: only one in five chairs is a woman. Of these the longest in post (having served five years) are: Dr Ann Cook of the Bedford Charity; Anne Mace of Nacro and Sister Veronica Hagen of the Congregation of the Daughters of Liege. However five of the 20 women chairs are relatively new in post which could herald the start of a trend to appoint more women.

## Ethnicity

Only one of the chairs of the 79 charities that answered this question is non-white. Naaz Coker, recently appointed chair of Shelter and former chair of the Refugee Council is Asian. There is only one non-white vice-chair among 57 white vice-chairs. Malcolm John, vice-chair of Nacro was appointed this year. We still have a long way to go in achieving racial diversity in our top charity boardrooms.

## Age

Of the 74 chairs who disclosed ages, two-thirds are over 60. Vice-chairs are generally older: over 70 percent of vice-chairs are over 60.

## Chairs

Age (years)	Frequency
41-50	4
51-60	23
61-70	38
>70	9
Not disclosed	26

## Vice-chairs

Age (years)	Frequency
41-50	4
51-60	14
61-70	27
>70	9
Not disclosed	33

NOTE SOME CHARITIES HAVE MORE THAN ONE VICE-CHAIR

Among this sample, 18 charities say they do not have a designated vice-chair, while a further ten did not disclose whether they had a vice-chair or not. Just 6 charities have more than one vice-chair.

## Board size

Age Concern England (a federated charity and in talks about a merger with Help the Aged) has the largest board with 39 trustees while Cafod has the smallest with only four trustees. The average board size is just over 14. See table A for board size.

## Remuneration

Some charities were reluctant to answer question on remuneration of their trustees causing differences in the findings of this survey and the Charity Commission March 2008 survey.

The regulator found that in the last financial year 23 out of the top 100 charities by annual income made payments to their trustees (excluding

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payment for services, or payment of expenses) either as executive or non-executive trustees.

The Commission found that ten of the 23 charities in the top 100 paid trustees as non-executive trustees. Of these ten charities:

- two charities paid every board member;
- the remaining eight boards consisted of a mixture of executive, non-executive, and voluntary (unpaid) board members;
- with one exception, payments to non-executive trustees taking the role of chair averaged £23,371; and
- payments to all other non-executive board members in the top 100 charities varied between £5,000 and £18,000.

The Charity Commission survey also found that 13 charities in the top 100 paid executive trustees. These included cases where:

- the chief executive of a housing association was also a board member; or
- the minister or person of an equivalent position sat on the board of a religious charity.

The trustees of those charities that appear to be particularly sensitive to providing details of trustee remuneration to the public via this survey need to be reminded of the 'Six Hallmarks of an Effective Charity'. The sixth, and last, hallmark is: to be accountable to all those with an interest in it in a transparent and understandable way. It is hoped that when this survey is repeated in two years time that all charities in the top 100 will follow the example of the majority and be fully transparent to the public about payments to trustees.

Those charities that provided detailed information on the remuneration of their trustees are to be particularly congratulated and thanked for setting such a good example of transparency and accountability.

#### Executives as trustees

Chief executives are included as trustees on the following charity boards:

- Children's Investment Fund Foundation
- Dogs Trust
- PDSA (the next Director will not be a trustee)
- Royal Shakespeare Company
- St Andrew's Healthcare
- Salvation Army
- Trustees for Roman Catholic Purposes
- Woodard Corporation
- YHA (England & Wales)

#### Other executives on the board

##### Royal Shakespeare Company

Both the artistic director (chief executive) and executive director are members of the board.

##### The Salvation Army

12 executive trustees: The Territorial Commander, The Chief Secretary, Secretary for Business Administration, Secretary for Personnel, Secretary for Programme, Secretary for Communications, Secretary for Administrative Review, Training Principal, Territorial Financial Secretary, Property Director, Divisional Commander, Corps Officer.

##### St Andrew's Healthcare

4: Director of nursing, director of strategic

### Remuneration of chairs

	Charity	Chair of trustees	Remuneration
1	Nuffield Health	Douglas Gardner	£45,000 in 2007
4	Wellcome Trust	William Castell	£132,832
12	Girls' Day School Trust	Lorna Cocking	£30,000
18	CfBT Education Trust	John Harwood	£25,000 in 2006
30	Woodard Corporation	David Bilton	£70,000 salary for paid work for charity
46	General Medical Council	Sir Graeme Catto	£95,153 in 2006

### Remuneration of vice-chairs

	Charity	Vice-chair	Remuneration
1	Nuffield Health	John Evans	£34,500 in 2007
4	Wellcome Trust	Adrian Bird	£99,624

Payment of trustees for trustee duties (other than chair or vice-chair)

	Charity	No. of trustees	Remunerated for trustee services	Notes
1	Nuffield Health	7	6	Ranging from £18,000 to £23,000 in 2007
4	Wellcome Trust	10	8	Eight governors each receive £66,416 per year
18	CfBT Education Trust	12	4	<i>2 remunerated at £5,850 in 2006/07</i>
30	Woodard Corporation	12	1	£1,000
46	General Medical Council	35	34	<i>From £2,750 to £15,560 in 2006</i>

Payment of trustees for non-trustee services

	Charity	No. of trustees	Remunerated for non-trustee services	Notes
13	Church Commissioners for England	33	2	First and Third Church Estates Commissioners, both part-time roles. <i>2007 annual report £52,000 &amp; £47,000 respectively</i>
15	Leonard Cheshire	19	1	£2,715 in 2006
19	St Andrew's Healthcare	10	Yes	Number not disclosed
94	IBS STL UK	5	1	£92,000 as Global Chief Executive of IBS STL Global

development and marketing, director of human resources and training, and company secretary.

**Governance structure**

Over three-quarters of the top 100 charities that provided information have an audit committee although only six audit committees have an independent chair. With the increase in attempted and actual fraud, and an increase in awareness of the vulnerability of storage of sensitive data, it is likely that more large charities will seek highly-skilled, tenacious, independent chairs for their audit committees.

One in three of the top 100 charities did not have a specific finance committee. A couple of charities use the fairly old-fashioned title of 'finance & general purposes'. Others combined two functions eg finance & audit, finance & investment or finance & resources.

Almost four out of ten charities have either a nominations or governance committee. Just over half the top 100 charities that responded had a remuneration committee although occasionally

remuneration was combined with another function eg audit & remuneration or remuneration & HR. See table A for each charity's board committees.

**Main current governance issues**

The most commonly quoted were:

- getting a skilled, balanced, diverse and fit for purpose board;
- succession planning;
- governance structures;
- maintaining and achieving high standards of governance;
- balancing scrutiny and support;
- strengthening the audit function;
- complying with public benefit requirements;
- dealing with different legal and regulatory requirements across the UK/worldwide
- coping with excessive bureaucracy; and
- achieving financial stability during current global financial downturn.

*Please note: Information in italics was obtained from publicly available documents e.g. annual reports and accounts.*

Table A: Number of trustees and committees

N/A – Not applicable N/D – Not disclosed

	Name of charity	Trustees	Committees
1	<b>Nuffield Health</b>	8	Audit, board governance, executive remuneration, nominations
2	<b>Cancer Research UK</b>	20	<i>Audit, council research strategy group, finance, general purposes, nomination &amp; remuneration</i>
3	<b>National Trust</b>	12	Appointment, audit, remuneration, investment
4	<b>Wellcome Trust</b>	10	Audit, investment, funding, nominations, remuneration, awards
5	<b>Oxfam GB</b>	12	Recruitment & development, remuneration, trustee audit, finance
6	<b>NCH</b>	14	Audit, England, finance, Scotland, Wales, Northern Ireland
7	<b>Salvation Army</b>	17	Audit, investment
8	<b>British Red Cross</b>	15	Finance, nominations
9	<b>Barnardo's</b>	15	Audit & compliance, investment, family placement scrutiny, remuneration
10	<b>Mencap</b>	11	Finance & general purposes, governance
11	<b>British Heart Foundation</b>	14	Audit, investment, nominations, remuneration
12	<b>Girls' Day School Trust</b>	12	Audit, appointments & remuneration, governance & nominations, investment
13	<b>Church Commissioners</b>	33	Assets, audit, bishoprics & cathedrals, management advisory, pastoral & church buildings (uses and disposables)
14	<b>Save The Children</b>	12	<i>Audit, investment advisory, nominations, performance, remuneration</i>
15	<b>Leonard Cheshire Disability</b>	19	N/D
16	<b>NSPCC</b>	14	Audit, finance, policy, remuneration, standards & performance
17	<b>RNLI</b>	11	Audit, nominations, trustee
18	<b>CfBT Education Trust</b>	12	Audit, education, operations
19	<b>St Andrew's Healthcare</b>	10	Audit, investment, nomination, remuneration
20	<b>RNIB</b>	24	Access & innovation, audit, direct services, executive, policy, advocacy
21	<b>Marie Curie Cancer Care</b>	14	Audit, caring services, investment, research, shops, Scottish
22	<b>Church of Scotland</b>	N/D	N/D
23	<b>ActionAid</b>	10	<i>Finance &amp; audit, governance &amp; board development, investment, organisational development (ie remuneration)</i>
24	<b>Scope</b>	15	Audit, engagement & influence, finance & sustainability, services
25	<b>Macmillan Cancer Support</b>	14	Audit, finance & legal, remuneration
26	<b>RSPCA</b>	25	<i>Animal welfare services, campaigns &amp; education, finance &amp; resources, freedom food, international, investment, membership, public affairs, properties, trading, technical, academic &amp; scientific</i>
27	<b>United Church Schools Trust</b>	19	N/D
28	<b>RSPB</b>	24	Communications, conservation, finance & audit, Northern Ireland, Scotland, Wales
29	<b>Children's Investment Fund</b>	7	Finance
30	<b>Woodard Corporation</b>	12	Audit, education, finance, governance, pastoral, PR & marketing, remuneration
31	<b>Tate Gallery</b>	11	Audit, collection, ethics, finance & operations, FOI, appeals, nominations, remuneration, Tate Britain, Tate Liverpool, Tate Modern, Tate St Ives, transforming Tate Modern
32	<b>Christian Aid</b>	20	Finance & audit, HR advisory, remuneration

Table A: Number of trustees and committees

N/A – Not applicable N/D – Not disclosed

	Name of charity	Trustees	Committees
33	WRVS	10	Audit, finance & investment, fundraising & marketing, nominations, remuneration, volunteering
34	Royal Opera House	15	Development & fundraising, education & access, finance & audit, nominations, ROH2, remunerations
35	Age Concern England	39	Audit, enterprise, finance, governance, remuneration
36	PDSA	11	Audit & special purposes, finance & investment
37	Royal College Of Nursing	29	Audit, finance & corporate services, governance, remuneration
38	Royal British Legion	20	<i>Audit, investment &amp; finance, governance &amp; nominations, membership, women's section</i>
39	London Clinic Trustees	6	N/D
40	Order of St John	21	Audit, finance, governance, management, nominations, remuneration
41	Help The Aged	19	<i>Audit, finance, international, nominations, property, remunerations</i>
42	Community Integrated Care	8	Audit
43	National Autistic Society	12	Governance coordination, quality & standards, resources, strategic development
44	British Museum	21	Audit, investment, nominations & governance, North West development, standing
45	Royal Society	21	Audit, awards, election to the fellowship & foreign membership, Hooke, library, publishing board, remuneration, research appointment panels
46	General Medical Council	35	N/D
47	Methodist Homes For The Aged	12	<i>Audit, board succession, development, pensions, remunerations</i>
48	Sense	16	Audit, chair's, finance
49	Natural History Museum	12	<i>Audit, Darwin Centre 2, finance, nominations, remuneration</i>
50	Victoria and Albert Museum	11	Audit, buildings strategy, collections, development, finance, museum of childhood
51	Nacro	10	Audit & risk, finance & resources
52	Sue Ryder Care	13	Compliance, finance & audit, property, trustee recruitment
53	National Museum of Science and Industry	18	Audit, board of directors of NMSI trading, finance & general purposes, national railway, national media museum, NMSI development, remuneration, science museum, Wolfson
54	Shaw Trust	8	Audit, international, remuneration, strategy
55	Guide Dogs for the Blind	15	Audit, investment, nominations, property, remuneration
56	Consumers' Association	8	Investment, joint audit, terms of service
57	Sheffield City Trust	12	Charitable grants, corporate governance, directors pay & remuneration, estates, group audit, finance, HR, marketing & PR
58	Royal Horticultural Society	17	Audit, business, council, remuneration, ethics, investment
59	Trustees for Roman Catholic Purposes	10	N/D
60	Southbank Centre	15	Finance & general purposes, project
61	Methodist Independent Schools	31	Finance & general purposes
62	Daughters of the Cross	6	Advisory, English, finance, province
63	Tearfund	12	Audit, finance & services, international
64	The Football Foundation	6	Audit & remuneration, risk management

*Data in italics have been obtained from publicly available information sources*

	Name of charity	Trustees	Committees
65	<b>Cafod</b>	4	Finance & audit, HR, international programme
66	<b>Prince's Trust</b>	12	Audit, finance & general purposes, fundraising, investment, nominations, remunerations, trading
67	<b>Comic Relief</b>	17	<i>Finance, investment, remuneration, UK grants, international grants, Robbie Williams Give It Sum</i>
68	<b>Marie Stopes International</b>	6	Audit, audit supervisory group, investment supervisory group
69	<b>Jewish Care</b>	12	Audit & risk, nominations & remuneration
70	<b>Historic Royal Palaces</b>	11	Ad hoc nominations, audit, remuneration
71	<b>Unicef-UK</b>	12	Management committee (includes audit)
72	<b>Livability</b>	12	Audit, finance, marketing & fundraising, remuneration & HR
73	<b>IET</b>	15	Audit, finance & investment, nominations, remuneration
74	<b>RNID</b>	12	N/D
75	<b>World Vision UK</b>	10	<i>Ad-hoc board sub committees, board development, finance &amp; audit, marketing, remuneration</i>
76	<b>Elim Foursquare Gospel Alliance</b>	13	N/D
77	<b>Royal Botanic Gardens, Kew</b>	12	N/D
78	<b>Bedford Charity (Harpur Trust)</b>	26	Admin, audit, endowment, five school committees, grants, policy
79	<b>United Response</b>	11	Audit, best practice, executive, investment, remuneration
80	<b>Shelter</b>	14	<i>Audit, finance, nominations, remunerations, Scottish advisory</i>
81	<b>Richmond Fellowship Scotland</b>	11	<i>Audit &amp; remuneration, finance, HR &amp; training, management, nomination, operations &amp; quality</i>
82	<b>Royal National Theatre</b>	13	N/D
83	<b>Rethink</b>	16	Audit, 9 regional committees, public affairs, service & resources
84	<b>Imperial War Museum</b>	22	Audit and remuneration
85	<b>Care International</b>	14	Finance, audit, marketing & fundraising, nominations & remuneration, programme
86	<b>YHA (England &amp; Wales)</b>	26	N/D
87	<b>Leverhulme Trust</b>	5	<i>Investment, advisory panel, research awards advisory committee</i>
88	<b>Paul Hamlyn Foundation</b>	9	Arts, education & learning, finance, India, investment, remuneration, social justice
89	<b>Royal Shakespeare Company</b>	17	Audit, board, nominations, project
90	<b>Eton College</b>	12	Audit & risk, financial strategy, provost & fellows
91	<b>Community Service Volunteers</b>	8	Finance, nominations, pensions working group
92	<b>Rathbone</b>	9	<i>Finance &amp; audit, fundraising, HR, remunerations</i>
93	<b>WWF-UK</b>	8	Audit, finance & business, programme, trustees
94	<b>IBS STL UK</b>	5	Audit, finance, governance, remunerations
95	<b>Citizens Advice</b>	17	Equal opps, membership & standards, performance & audit
96	<b>Children's Society</b>	11	Finance, standards
97	<b>Stewardship</b>	9	Audit, education, finance, investment, property
98	<b>Specialist Schools &amp; Academies Trust</b>	12	Audit, finance & general purposes, human resources, nominations, remuneration
99	<b>National Trust For Scotland</b>	9	N/D
100	<b>Dogs Trust</b>	16	Finance, general purposes

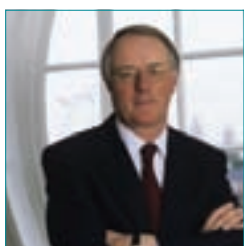
Table B: Chairs

N/A – Not applicable N/D – Not disclosed

Putting a face to British charity



David Newbigging OBE  
Cancer Research UK



Sir William Proby  
National Trust



William Castell  
Wellcome Trust



Pam Chesters  
NCH



Commissioner John Matear  
Salvation Army

	Name of charity	Name of chair	Age	Gender	Ethnicity
1	Nuffield Health	Douglas Gardner	61-70	m	White
2	Cancer Research UK	David Newbigging OBE	>70	m	White
3	National Trust	Sir William Proby (Simon Jenkins from 1 Nov 08)	51-60	m	White
4	Wellcome Trust	William Castell	61-70	m	White
5	Oxfam GB	Professor John Gaventa	51-60	m	White
6	NCH	Pam Chesters	51-60	f	White
7	Salvation Army	Commissioner John Matear	61-70	m	White
8	British Red Cross	James M T Cochrane	61-70	m	White
9	Barnardo's	Geoffrey Barnett	61-70	m	White
10	Mencap	Brian Baldock	>70	m	White
11	British Heart Foundation	(Acting) John Salmon	61-70	m	White
12	Girls' Day School Trust	Lorna Cocking	61-70	f	White
13	Church Commissioners for England	Dr Rowan Williams	51-60	m	White
14	Save The Children	Alan Parker	N/D	m	N/D
15	Leonard Cheshire Disability	Sir Nigel Broomfield	>70	m	White
16	NSPCC	Sir Christopher Kelly	61-70	m	White
17	Royal National Lifeboat Institution	Sir Jock Slater	61-70	m	White
18	CfBT Education Trust	John Harwood	61-70	m	White
19	St Andrew's Healthcare	Charles Wake	61-70	m	White
20	Royal National Institute of Blind People	Colin Low CBE	61-70	m	White
21	Marie Curie Cancer Care	Sir Peter Davis	61-70	m	White
22	Church of Scotland	W Findlay Turner	N/D	m	N/D
23	ActionAid	Karen Brown	51-60	f	White
24	Scope	Alice Maynard	51-60	f	White
25	Macmillan Cancer Support	Jamie Dundas	51-60	m	White
26	RSPCA	Michael Tomlinson	N/D	m	N/D
27	United Church Schools Trust	The Rt Rev and Rt Hon Lord Carey of Clifton	>70	m	White
28	RSPB	Professor Ian Newton OBE FRS	61-70	m	White
29	Children's Investment Fund Foundation	Jamie Cooper-Hohn	41-50	f	White
30	Woodard Corporation	David Bilton	51-60	m	White

*Data in italics have been obtained from publicly available information sources*



Geoffrey Barnett  
Barnado's



Brian Baldock  
Mencap



John Salmon  
British Heart Foundation



Lorna Cocking  
Girls' Day School Trust



Dr Rowan Williams  
Church Commissioners

	Career background	Years in post	Limited term of office (years)
	Chartered surveyor	8	1, with the potential for re-election
	<i>Chair, Synesis Life; Director, Cancer Research Technology; Director, Wah Kwong Maritime Transport Holdings</i>	4	<i>N/D</i>
	Farmer (Simon Jenkins: journalist; former editor, national newspaper)	5	3, with the potential for re-election
	Deputy chair, General Electric Company	2	7
	Institute of Development Studies, University of Sussex	1.5	5
	Worked at BP; Local authority councillor	1	6
	Territorial commander, Salvation Army UK	2	No
	Vice-chair, TNT; former chair, SW London Strategic Health Authority	1	6 (2x3)
	Business consultant	2	12
	<i>Non executive director, Marks and Spencers</i>	9	8 (introduced 2007)
	A senior partner of PricewaterhouseCoopers	<1	6 (2x3)
	Director, Pearson Education; Chair, Middlesex University	1	6 (2x3)
	Archbishop of Canterbury	5	Co-terminous with role as Archbishop
	<i>Founder and chair, Brunswick Group LLP; founder and vice-chair, China Now</i>	<1	<i>N/D</i>
	Diplomat	3	6
	Chair of two NDPBs; <i>former permanent secretary, DoH</i>	6	9
	First Sea Lord	4	4
	Chief Executive, Learning and Skills Council	3	6
	<i>Managing partner, Courteenhall Farms</i>	4	<i>N/D</i>
	Former visiting professor at City University	8	9 (3x3)
	Company director, former chair and CEO, Sainsbury's; former CEO, Prudential	1	9
	<i>Retired; former chartered accountant, BDO Stoy Hayward</i>	<i>N/D</i>	<i>N/D</i>
	<i>Independent advisor on media, education and communications</i>	4	5
	Consultant	1	6
	Company director, career in banking and commercial property	7	None
	<i>N/D</i>	<i>N/D</i>	<i>N/D</i>
	Former Archbishop of Canterbury	<i>N/D</i>	<i>N/D</i>
	Former head, avian biology at the Centre for Ecology and Hydrology	5	5
	Grant making	4	<i>N/D</i>
	Chartered engineer	5	Annual appointment

Table B: Chairs (continued)

N/A – Not applicable N/D – Not disclosed



Sir Nigel Broomfield  
Leonard Chesire Disability



Sir Christopher Kelly  
NSPCC



Sir Jock Slater  
RNLI



John Harwood  
CfBT Education Trust



Colin Low CBE  
RNIB

	Name of charity	Name of chair	Age	Gender	Ethnicity
31	Tate Gallery	Paul Myners	51-60	m	White
32	Christian Aid	John Gladwin	61-70	m	White
33	WRVS	Ruth Markland	51-60	f	White
34	Royal Opera House Covent Garden	<i>Dame Judith Mayhew Jonas</i>	N/D	f	White
35	Age Concern England	Catherine McLoughlin	61-70	f	White
36	PDSA	Freddie Bircher	>70	m	White
37	Royal College Of Nursing	Sandra James	N/D	f	White
38	Royal British Legion	<i>Peter Cleminson</i>	N/D	m	N/D
39	London Clinic Trustees	Michael D Abrahams	N/D	m	N/D
40	Order of St John	Sir Brian Jenkins GBE	>70	m	White
41	Help The Aged	<i>Josephine Connell</i>	N/D	f	N/D
42	Community Integrated Care	John Edwards	61-70	m	White
43	National Autistic Society	Colin Barrow	51-60	m	White
44	British Museum	Niall FitzGerald	61-70	m	White
45	Royal Society	Lord Rees of Ludlow	N/D	m	White
46	General Medical Council	Sir Graeme Catto	N/D	m	White
47	Methodist Homes For The Aged	<i>Brian Coldwell</i>	N/D	m	N/D
48	Sense	John Crabtree	51-60	m	White
49	Natural History Museum	<i>Oliver Stocken</i>	N/D	m	White
50	Victoria and Albert Museum	Paul Ruddock	51-60	m	White
51	Nacro	Anne Mace	61-70	f	White
52	Sue Ryder Care	John Oldman	61-70	m	White
53	National Museum of Science and Industry	<i>Lord Waldegrave of North Hill</i>	N/D	m	N/D
54	Shaw Trust	John Briffitt	61-70	m	White
55	Guide Dogs for the Blind Association	Tony Aston	>70	m	White
56	Consumers' Association	<i>Professor Robert Pickard</i>	N/D	m	White
57	Sheffield City Trust	Paul Blomfield	51-60	m	N/D
58	Royal Horticultural Society	Peter Buckley	61-70	m	White
59	Trustees for Roman Catholic Purposes	Rev Michael Holman	51-60	m	White
60	Southbank Centre	Rick Haythornthwaite	51-60	m	White
61	Methodist Independent Schools	Baroness Richardson of Calow	N/D	f	N/D

Data in italics have been obtained from publicly available information sources



Alice Maynard  
Scope



Ruth Markland  
WRVS



Catherine McLoughlin  
Age Concern England



Tony Aston  
Guide Dogs for the Blind



Sir David Richards  
Football Foundation

Career background	Years in post	Limited term of office (years)
Variety of non executive roles including: Bank of England; chair, Guardian Media Group; chair, Land Securities Group; chair, Low Pay Commission; chair, Personal Accounts Delivery Authority; deputy chair, Smith Institute	4	No
Bishop of Chelmsford	10	10
Former managing partner, Freshfields Lawyers, Asia	2	6
<i>Lawyer and academic; former Provost of King's College, Cambridge</i>	<i>N/D</i>	<i>N/D</i>
<i>General/psychiatric nurse, senior management posts in mental health services</i>	3	3
CEO, Alcan Benelux Countries; chair, Powell Duffryn Engineering Subsidiaries	4.5	6
N/D	N/D	N/D
<i>N/D</i>	<i>N/D</i>	<i>N/D</i>
Chair, Kingston Communications; Prudential Staff Pension Scheme and various other public companies	N/D	N/D
Chartered accountant; company director; former Lord Mayor of London	4.5	6
<i>N/D</i>	<i>N/D</i>	<i>N/D</i>
Former HR director	3	6
Investment management, Man Group	3	No (Re-election, 3 years)
Deputy chair, Thomson Reuters	2	10
Professor of Cosmology and Astrophysics; Master, Trinity College, Cambridge	2.5	5
<i>Professor of Medicine and Therapeutics, University of Aberdeen</i>	6	6
<i>N/D</i>	<i>N/D</i>	<i>N/D</i>
Former senior partner, law firm Wragge & Co	1	8
<i>Former finance director, the Barclays Group</i>	<i>N/D</i>	<i>N/D</i>
Chief executive, investment management firm	0.75	10
Associate, International Centre for Prison Studies	5	9
CEO, NHS Trust	5	9
<i>Vice-chair/managing director, Investment Banking Department, UBS</i>	2	4
Retired managing director, BMW UK	5	N/D
Former director, RNIB	1	9 (3x3)
<i>N/D</i>	<i>N/D</i>	<i>N/D</i>
General manager, University of Sheffield's Union of Students	N/D	N/D
Chair, Caledonia plc	2	3
Catholic priest	3	6
Managing director, Star Capital Partners; former CEO, Invensys	0.5	12
Methodist minister (retired)	3	N/D

Table B: Chairs (continued)

N/A – Not applicable N/D – Not disclosed

	Name of charity	Name of chair	Age	Gender	Ethnicity
62	Daughters of the Cross of Liege	Sister Veronica Hagen	61-70	f	White
63	Tearfund	David White	61-70	m	White
64	Football Foundation	Sir David Richards	61-70	m	White
65	Cafod	Rt Rev John Rawsthorne	61-70	m	White
66	Prince's Trust	Sir Fred Goodwin	41-50	m	White
67	Comic Relief	<i>Peter Bennett-Jones</i>	<i>N/D</i>	<i>m</i>	<i>N/D</i>
68	Marie Stopes International	Timothy Morton Rutter	61-70	m	White
69	Jewish Care	Stephen Zimmerman	51-60	m	White
70	Historic Royal Palaces	Charles Mackay	61-70	m	White
71	Unicef-UK	David L Stanton	61-70	m	White
72	Livability	Baroness Howarth of Breckland	<i>N/D</i>	<i>f</i>	White
73	Institution of Engineering and Technology	John Loughhead	51-60	m	White
74	RNID	Gerald Corbett	51-60	m	White
75	World Vision UK	<i>Stephen Phelps</i>	<i>N/D</i>	<i>m</i>	<i>N/D</i>
76	Elim Foursquare Gospel Alliance	<i>Rev John Glass</i>	<i>N/D</i>	<i>m</i>	<i>N/D</i>
77	Royal Botanic Gardens, Kew	Lord Selborne	51-60	m	White
78	Bedford Charity (Harpur Trust)	Dr Ann Cook	61-70	f	White
79	United Response	Maurice Rumbold	51-60	m	White
80	Shelter	<i>Naaz Coker</i>	<i>N/D</i>	<i>f</i>	<i>Asian</i>
81	Richmond Fellowship Scotland	<i>Jim Fraser</i>	<i>N/D</i>	<i>m</i>	<i>N/D</i>
82	Royal National Theatre	Sir Hayden Philipps	61-70	m	White
83	Rethink	Robert Banner OBE	61-70	m	White
84	Imperial War Museum	Air Chief Marshal Sir Peter Squire	<i>N/D</i>	m	<i>N/D</i>
85	Care International	Richard Greenhalgh	61-70	m	White
86	YHA (England & Wales)	<i>Chris Darmon</i>	<i>N/D</i>	<i>m</i>	<i>White</i>
87	Leverhulme Trust	<i>Sir Michael Pery</i>	<i>N/D</i>	<i>m</i>	<i>N/D</i>
88	Paul Hamlyn Foundation	Jane Hamlyn	41-50	f	White
89	Royal Shakespeare Company	Sir Christopher Bland	61-70	m	White
90	Eton College	Sir Eric Anderson	>70	m	White
91	Community Service Volunteers	John Pulford	61-70	m	White
92	Rathbone	<i>Sir Michael Bichard</i>	<i>N/D</i>	<i>m</i>	<i>White</i>
93	WWF-UK	Ed Smith	61-70	m	White
94	IBS STL UK	Michael Fitch	41-50	m	White
95	Citizens Advice	Hilary Watkins	51-60	f	White
96	Children's Society	Revered Timothy John Stevens	61-70	m	White
97	Stewardship	Tim Green	61-70	m	White
98	Specialist Schools and Academies Trust	Sir James Hill	>70	m	White
99	National Trust For Scotland	<i>Shonaig MacPherson</i>	<i>N/D</i>	<i>f</i>	<i>White</i>
100	Dogs Trust	Philip Daubeny	51-60	m	<i>White</i>

Data in italics have been obtained from publicly available information sources

Career background	Years in post	Limited term of office (years)
Headteacher	5	6 (9 exceptionally)
Consultant	9	9
Chair, Premier League	5	N/A
Current Bishop of Hallam	7	12
Group chief executive, Royal Bank of Scotland	5	No
<i>Founder of TA Pictures and chair, PBJ Management and KBJ Management</i>	<i>N/D</i>	<i>N/D</i>
Consultant gynaecologist	1	N/D
Fund management	2	6
Chair, Logistics	3	6
Ambassador	4	9
Member of the House of Lords; <i>Former charity chief executive</i>	1	9 (3x3)
Executive director, UK Energy Research Centre	1	2
Portfolio of chair/non exec roles in private sector; former CEO, Railtrack; former chair, Woolworths	1	6 (2x3)
<i>Chartered accountant</i>	<i>N/D</i>	<i>N/D</i>
<i>N/D</i>	<i>N/D</i>	<i>N/D</i>
Chair, Blackmoor Estates and the Foundation for Science and Technology; Former President, Royal Geographical Society	4	5
CEO, Society for Applied Microbiology	5	9
Management consultant	0	9
<i>Executive coach</i>	<i>N/D</i>	<i>N/D</i>
<i>N/D</i>	<i>N/D</i>	<i>N/D</i>
<i>Former Permanent Secretary</i>	3	N/D
Director, IT consultancy and property development company	6	6
Retired, chief of air staff 2001-2003	2	No
Chair, First Milk; chair, the Council of Industry and Higher Education; deputy chair, Qualifications and Curriculum Authority; former chair, Unilever UK	4	N/D
<i>Founder and chair, Geosupplie</i>	<i>1</i>	<i>N/D</i>
<i>Chair, Centrica; member, Supervisory Board of Royal Ahold</i>	<i>N/D</i>	<i>N/D</i>
Director, Frith Street Gallery (international contemporary visual arts business)	4	No (Re-election, 3 years)
Former chair, BT	4	9
Rector, Oxford College	8	No
CEO, HenDi Group	32	No
<i>Former Permanent Secretary, DfES</i>	<i>N/D</i>	<i>N/D</i>
A senior partner of PricewaterhouseCoopers	0	6
Practising chartered accountant	1	9
Parish priest	3.5	6
Bishop of Leicester	3.75	6
CEO, Switch Card Services	4	6
Chair of board of governors, Dixons City Academy in Bradford	1	6 (2x3)
<i>Chair, ITI Scotland Ltd; Chair, Scottish Council for Development &amp; Industry</i>	<i>N/D</i>	<i>N/D</i>
Farmer	6	No

Table C: Vice-chairs

N/A – Not applicable N/D – Not disclosed

Putting a face to British charity



Dr Melanie Lee  
Cancer Research UK



Sir Laurie Magnus  
National Trust



Adrian Bird  
Wellcome Trust



Robin Wendt CBE DL  
NCH



Lt-Col William Cochrane  
Salvation Army

	Name of charity	Name of vice-chair	Age	Gender	Ethnicity
1	Nuffield Health	John Evans	>70	m	White
2	Cancer Research UK	Dr Melanie Lee	41-50	f	N/D
3	National Trust	Sir Laurie Magnus	51-60	m	White
4	Wellcome Trust	Adrian Bird	61-70	m	White
5	Oxfam GB	Angela Sealey	61-70	f	White
6	NCH	Robin Wendt CBE DL	61-70	m	White
7	Salvation Army	Lt-Col William Cochrane	51-60	m	White
8	British Red Cross	Beryl Hutchinson MBE/ Terrence Collis	61-70	f/m	White
9	Barnardo's	Gillian Stewart	61-70	f	White
10	Mencap	No vice-chair	N/A	N/A	N/A
11	British Heart Foundation	Sir Peter Morris	>70	m	White
12	Girls' Day School Trust	TBC			
13	Church Commissioners for England	Dr Richard Chartres	51-60	m	White
14	Save The Children	Louise Terry	N/D	f	N/D
15	Leonard Cheshire Disability	Stephen Large	N/D	m	White
16	NSPCC	Anita Green	51-60	f	White
17	Royal National Lifeboat Institution	Admiral The Lord Boyce	61-70	m	White
18	CfBT Education Trust	John Webb	61-70	m	White
19	St Andrew's Healthcare	Stuart Richmond-Watson	61-70	m	White
20	Royal National Institute of Blind People	Kevin Carey	51-60	m	White
21	Marie Curie Cancer Care	No vice-chair	N/A	N/A	N/A
22	Church of Scotland	Dr James A P Pack	N/D	m	N/D
23	ActionAid	No vice-chair	N/A	N/A	N/A
24	Scope	John Corneille	61-70	m	White
25	Macmillan Cancer Support	No vice-chair	N/A	N/A	N/A
26	RSPCA	Anne Wignall	N/D	f	N/D
27	United Church Schools Trust	Air Chief Marshal Sir Michael Graydon	N/D	m	N/D
28	RSPB	No vice-chair, the hon treasurer would stand in for the chair	N/A	N/A	N/A
29	Children's Investment Fund Foundation	No vice-chair	N/A	N/A	N/A
30	Woodard Corporation	Richard Knight	61-70	m	White

*Data in italics have been obtained from publicly available information sources*



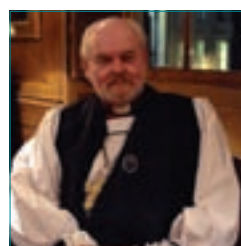
Beryl Hutchinson MBE  
British Red Cross



Gillian Stewart  
Barnado's



Sir Peter Morris  
British Heart Foundation



Dr Richard Chartres  
Church Commissioners



Stephen Large  
Leonard Cheshire Disability

Career background	Years in post	Limited term of office (years)
Chartered surveyor	8	Re-elected annually
<i>Executive vice-president research and development, UCB Pharma</i>	4	3
Vice-chair, Lexicon Partners.	3	3, with the potential for re-election
Professor, University of Edinburgh	1	No. Re-election, 3 years. Age limit, 75
Former chair, several health authorities; trustee, several charities	3.5	4
Former Local Government	8	9
Chief secretary, Salvation Army UK	2	No
Hutchinson, director, British Red Cross Derbyshire Branch; Collis, director of communications	1 2	6
Civil servant	3	12
<i>N/A</i>	<i>N/A</i>	<i>N/A</i>
Former professor of surgery	2	No. Re-election, 3 years. Age limit, 75
Bishop of London	1	Re-elected annually
<i>Former director of communications, Coca-Cola GB</i>	<i>N/D</i>	<i>N/D</i>
General practitioner	3	6
Race horse owner	4	9
Chief of the Defence Staff	2	Chair designate
Consultant, PricewaterhouseCoopers	1	6
<i>N/D</i>	4	<i>N/D</i>
Director of Consultancy	8	9 (3x3)
<i>N/A</i>	<i>N/A</i>	<i>N/A</i>
<i>N/D</i>	<i>N/D</i>	<i>N/D</i>
<i>N/A</i>	<i>N/A</i>	<i>N/A</i>
Consultant; former accountant	1	6
<i>N/A</i>	<i>N/A</i>	<i>N/A</i>
<i>N/D</i>	<i>N/D</i>	<i>N/D</i>
<i>N/D</i>	<i>N/D</i>	<i>N/D</i>
<i>N/A</i>	<i>N/A</i>	<i>N/A</i>
<i>N/A</i>	<i>N/A</i>	<i>N/A</i>
Chartered surveyor	1	Annual Appointment

Table C: Vice-chairs (continued)

N/A – Not applicable N/D – Not disclosed



Anita Green  
NSPCC



Admiral The Lord Boyce  
RNLI



John Webb  
CfBT Education Trust



Kevin Carey  
RNIB



John Cornielle  
Scope

	Name of charity	Name of vice-chair	Age	Gender	Ethnicity
31	Tate Gallery	No vice-chair but Sir Howard Davies has a senior trustee position providing an independent channel for trustees	51-60	m	White
32	Christian Aid	Noel Davies	61-70	m	White
33	WRVS	Valerie Everitt	51-60	f	White
34	Royal Opera House Covent Garden	N/D	N/D	N/D	N/D
35	Age Concern England	Sir Richard Lloyd Jones KCB	>70	m	White
36	PDSA	Dr Jerry Lucke/ Chris Heaps	61-70	m	White
37	Royal College Of Nursing	Robert Sowney	41-50	m	White
38	Royal British Legion	John Farmer	N/D	m	N/D
39	London Clinic Trustees	N/D	N/D	N/D	N/D
40	Order of St John	The Rt Hon Sir John Wheeler	>70	m	White
41	Help The Aged	Princess Helena Mountafian	N/D	f	N/D
42	Community Integrated Care	Simon Attwell	51-60	m	White
43	National Autistic Society	Gordon Maxwell	51-60	m	White
44	British Museum	3 deputy chairs			
45	Royal Society	Sir Peter Williams	N/D	m	White
46	General Medical Council	No vice-chair	N/A	N/A	N/A
47	Methodist Homes For The Aged	N/D	N/D	N/D	N/D
48	Sense	Dave Pearson	61-70	m	White
49	Natural History Museum	N/D	N/D	N/D	N/D
50	Victoria and Albert Museum	No vice-chair	N/A	N/A	N/A
51	Nacro	Malcolm John	41-50	m	Black
52	Sue Ryder Care	Elizabeth Fradd	51-60	f	White
53	National Museum of Science and Industry	N/D	N/D	N/D	N/D
54	Shaw Trust	Stuart Innes	61-70	m	White
55	Guide Dogs for the Blind Association	Neal King	>70	m	White
56	Consumers' Association	N/D	N/D	N/D	N/D
57	Sheffield City Trust	No vice-chair	N/A	N/A	N/A
58	Royal Horticultural Society	Nigel Colborn	61-70	m	White
59	Trustees for Roman Catholic Purposes	Paul Hamill	41-50	m	White
60	Southbank Centre	Edward Walker-Arnott	61-70	m	White
61	Methodist Independent Schools	Brian Drury	N/D	m	N/D

*Data in italics have been obtained from publicly available information sources*



Valerie Everitt  
WRVS



Steven Lewis  
Jewish Care



Gail Ronson  
Jewish Care



Gordon Pankhurst  
Citizens Advice



John Gaye  
Dogs Trust

Career background	Years in post	Limited term of office (years)
Director, the London School of Economics	0.25	No
Lecturer, theological college	5	8
Former HR professional	4	6
<i>N/D</i>	<i>N/D</i>	<i>N/D</i>
<i>N/D</i>	3	6 (2x3)
Lucke, retired vet, former President of the RCVS; Heaps, lawyer, former Traffic Commissioner	<i>N/D</i>	4 (with each retiring alternately)
<i>N/D</i>	3	4
<i>N/D</i>	<i>N/D</i>	<i>N/D</i>
<i>N/D</i>	<i>N/D</i>	<i>N/D</i>
Government minister	6	6
<i>N/D</i>	<i>N/D</i>	<i>N/D</i>
Financial director	5	6
Company director	3	No. Re-election, 3 years
<i>N/D</i>		
<i>Non-executive director, GKN and W.S. Atkins</i>	0.5	5
<i>N/A</i>	<i>N/A</i>	<i>N/A</i>
<i>N/D</i>	<i>N/D</i>	<i>N/D</i>
Company director	4	8
<i>N/D</i>	<i>N/D</i>	<i>N/D</i>
<i>N/A</i>	<i>N/A</i>	<i>N/A</i>
Regeneration consultant	0.5	9
Independent health consultant	1	9
<i>N/D</i>	<i>N/D</i>	<i>N/D</i>
Consultant, IJP Community Regeneration	5	<i>N/D</i>
Former vet	6	9 (3x3)
<i>N/D</i>	<i>N/D</i>	<i>N/D</i>
<i>N/A</i>	<i>N/A</i>	<i>N/A</i>
<i>N/D</i>	2	2
Catholic priest	2	<i>N/D</i>
Consultant, Herbert Smith	8	12
Former headteacher	3	<i>N/D</i>

Table C: Vice-chairs (continued)

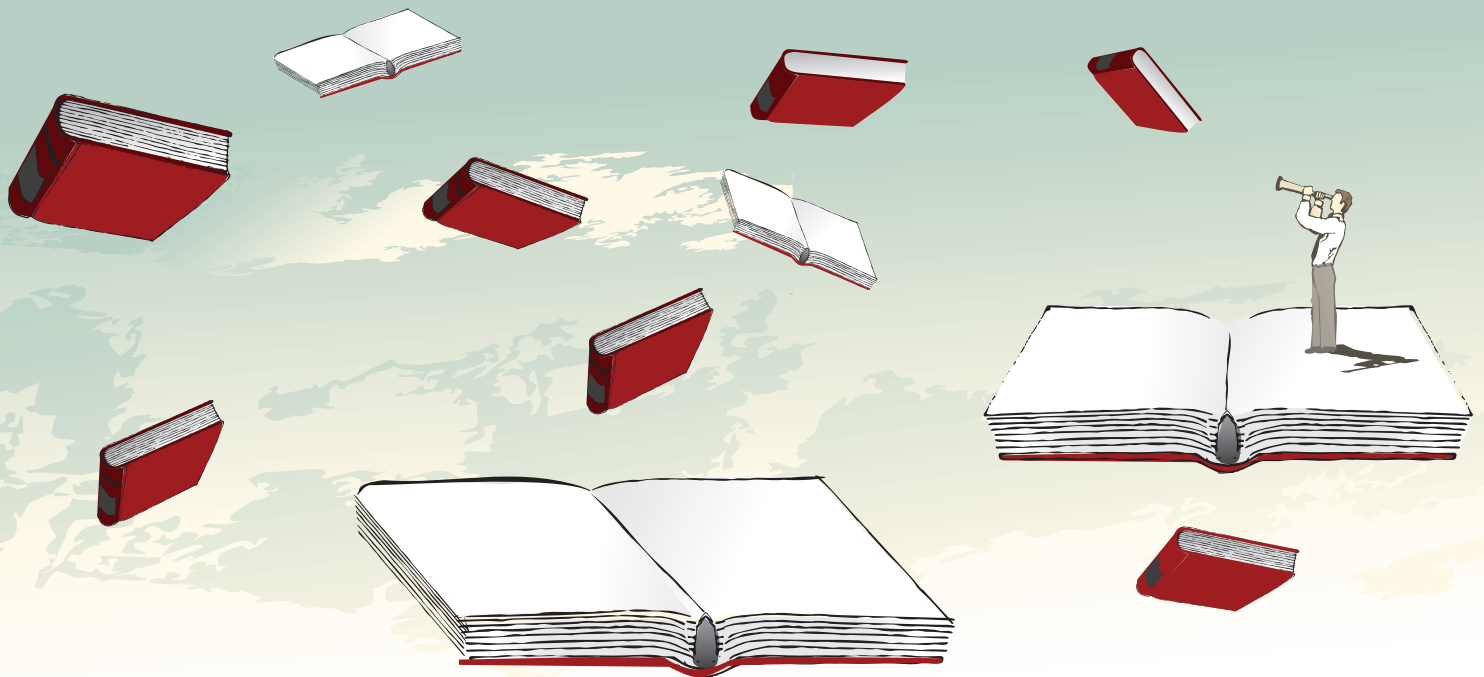
N/A – Not applicable N/D – Not disclosed

	Name of charity	Name of vice-chair	Age	Gender	Ethnicity
62	Daughters of the Cross of Liege	Sister Kathleen O'Reilly	61-70	f	White
63	Tearfund	Andrew Tomkins	61-70	m	White
64	Football Foundation	No vice-chair	N/A	N/A	N/A
65	Cafod	No vice-chair	N/A	N/A	N/A
66	The Prince's Trust	No vice-chair	N/A	N/A	N/A
67	Comic Relief	<i>Richard Curtis</i>	<i>N/D</i>	<i>m</i>	<i>N/D</i>
68	Marie Stopes International	No vice-chair	N/A	N/A	N/A
69	Jewish Care	Steven Lewis/Gail Ronson DBE	61-70	m/f	White
70	Historic Royal Palaces	Sir Alan Reid	61-70	m	White
71	Unicef-UK	Gerison Lansdown	N/D	f	White
72	Livability	Peter Griffiths/ David Harmer	N/D	m	White
73	Institution of Engineering and Technology	Christopher Earnshaw	51-60	m	White
74	RNID	Peter Cruttenden	61-70	m	White
75	World Vision UK	<i>Adrian Bagg</i>	<i>N/D</i>	<i>m</i>	<i>N/D</i>
76	Elim Foursquare Gospel Alliance	<i>N/D</i>	<i>N/D</i>	<i>N/D</i>	<i>N/D</i>
77	Royal Botanic Gardens, Kew	No vice-chair	N/A	N/A	N/A
78	Bedford Charity (Harpur Trust)	Mr David Brownridge	61-70	m	White
79	United Response	Ian McLeish	>70	m	White
80	Shelter	<i>Hugh Norton</i>	<i>N/D</i>	<i>m</i>	<i>N/D</i>
81	Richmond Fellowship Scotland	<i>Phillip Tompkins</i>	<i>N/D</i>	<i>m</i>	<i>N/D</i>
82	Royal National Theatre	No vice-chair	N/A	N/A	N/A
83	Rethink	Rachel Perkins	51-60	f	White
84	Imperial War Museum	Professor Sir Lawrence Freedman	N/D	m	N/D
85	Care International	No vice-chair	N/A	N/A	N/A
86	YHA (England & Wales)	<i>Barbara Smith</i>	<i>N/D</i>	<i>f</i>	<i>N/D</i>
87	Leverhulme Trust	<i>N/D</i>	<i>N/D</i>	<i>N/D</i>	<i>N/D</i>
88	Paul Hamlyn Foundation	No vice-chair	N/A	N/A	N/A
89	Royal Shakespeare Company	Susie Sainsbury	61-70	f	N/D
90	Eton College	Dr Andrew Gailey CVO	51-60	m	White
91	Community Service Volunteers	N/A - chair of finance sub-committee Douglas Hill	>70	m	White
92	Rathbone	<i>N/D</i>	<i>N/D</i>	<i>N/D</i>	<i>N/D</i>
93	WWF-UK	No vice-chair	N/A	N/A	N/A
94	IBS STL UK	Roy Wisdom	61-70	m	White
95	Citizens Advice	Gordon Pankhurst	61-70	m	White
96	Children's Society	William Wilks/ Jennifer Lewis	61-70 N/D	m/f	White/White
97	Stewardship	Leslie Lucas	61-70	m	White
98	Specialist Schools and Academies Trust	Dr Robin Clarke	>70	m	White
99	National Trust For Scotland	<i>N/D</i>	<i>N/D</i>	<i>N/D</i>	<i>N/D</i>
100	Dogs Trust	John Gaye	51-60	m	White

Data in italics have been obtained from publicly available information sources

	Career background	Years in post	Limited term of office (years)
	Assistant general, Daughters of the Cross	2	6 (9 years exceptionally)
	Professor, Child Health	7	9
	N/A	N/A	N/A
	N/A	N/A	N/A
	N/A	N/A	N/A
	<i>Writer, television producer, film producer, actor, film director, and composer</i>	<i>N/D</i>	<i>N/D</i>
	N/A	N/A	N/A
	N/D	N/D	N/D
	Keeper, the Privy Purse for HM The Queen	1	N/A
	Consultant, children's rights	2	9
	Griffiths, former finance director, international solicitors; Harmer, former CEO, housing association	1	9 (3x3)
	Director, Oakleigh Ventures	2	2
	Former finance director, IBM UK	6	6
	<i>Chief executive office, Papworth Trust</i>	<i>N/D</i>	<i>N/D</i>
	<i>N/D</i>	<i>N/D</i>	<i>N/D</i>
	N/A	N/A	N/A
	N/D	5	9
	Consultant	8	No
	<i>Executive vice-president research and development, UCB Pharma</i>	<i>N/D</i>	<i>N/D</i>
	<i>N/D</i>	<i>N/D</i>	<i>N/D</i>
	N/A	N/A	N/A
	Director, Quality Assurance (NHS)	2	6
	Vice-principal (research) and professor of war studies, King's College London	0.25	No
	N/A	N/A	N/A
	<i>N/D</i>	<i>N/D</i>	<i>N/D</i>
	<i>N/D</i>	<i>N/D</i>	<i>N/D</i>
	N/A	N/A	N/A
	N/A	7	9
	Full time vice-chair	1	N/A
	Former financial controller, the Post Office	11	N/A
	<i>N/D</i>	<i>N/D</i>	<i>N/D</i>
	N/A	N/A	N/A
	Company director	1	9
	Senior executive, BT	1	6 as a trustee inc. term as deputy
	Wilks, Company director; Lewis, Independent Consultant, Children's Services	6.75/	8 (all trustees can serve a max of 2x4)
	CEO, Pool Re	4	6
	Retired; financial and strategy roles, Lloyds TSB	1	6 (2x3)
	<i>N/D</i>	<i>N/D</i>	<i>N/D</i>
	Businessman	1	No

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