

NON-EXECUTIVE BOARD MEMBERS



Zenna Atkins
Group Chairman

Zenna is an acclaimed Social Entrepreneur and Executive Director for Social Solutions Ltd, a consultancy company specialising in corporate social responsibility (CSR) and entrepreneurship. Zenna holds several Non-Executive positions and is Chairman of Ofsted; Non-Executive Director of the South East England Development Agency; Chairman of the Royal Navy Audit Committee and Non-Executive Director on the Royal Navy Board. She is also a trustee of the Olympic Legacy Trust, 21st Century Legacy, Portsmouth FC Respect Programme and a trustee of Dreamwall.

In 2000 Zenna won Ernst & Young Entrepreneur of the Year South Region. Zenna joined the Places for People Board in May 2004.

René Carayol, MBE

René Carayol is one of the world's leading business gurus. He specialises in leadership and culture and is best selling author of the leadership and culture bible "Corporate Voodoo". In 2004 he was awarded an MBE for outstanding service to the business community.

René is now CEO of the Inspired Leaders Network. He has provided leadership support to the likes of the Prime Minister's Strategy Unit, the Home Office and McKinsey and Co. and has worked closely with some of the world's greatest leaders including the former presidents Bill Clinton and President Mikhail Gorbachev, Secretary-General of the United Nations Kofi Annan and former US Secretary of State Colin Powell. René joined the Board in June 2008.

Sunny Crouch, OBE

Sunny is a Non-Executive Director of Thurrock Thames Gateway Urban Development Corporation and Governor of the University of East London where she chairs the Capital Projects Steering Group. Sunny is also Project Director for major developments in east London and a Director of Island Health Trust.

She has 20 years experience in urban regeneration including director positions for the London Docklands Development Corporation, World Trade Centre London, and previously with the City of Portsmouth. She was Founder Chairman of Visit East London and of Great British Cities. Sunny has won a number of awards culminating in an OBE for business, regeneration and tourism. She joined the Board in December 2005.

Ehsan Mani

Ehsan Mani is currently a Non-Executive Director of United National Bank and previously held the position of acting Chief Executive. He is also a Non-Executive Director of United Trust Bank, having been involved in real estate projects and investments in the United Kingdom for many years.

Ehsan is a chartered accountant and the past President of the International Cricket Council. He has also been a member of the Pakistan Government's Prime Minister's Inspection Commission and of the Advisory Body of the Task Force for Human Development. Ehsan joined the Board in June 2008.

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Valerie Owen, OBE

Valerie is a multi-disciplinary property professional. She has held a number of senior positions including Managing Director of London First; Executive Director of Jones Lang LaSalle, and Equity Partner at chartered architects, Shenstone & Partners. She currently holds Non-Executive directorships in the fields of housing, health, regeneration and the environment. Valerie also holds six Ministerial appointments, and is involved in some of the largest development projects being procured by the public sector.

Valerie is Managing Director of Le Vaillant Owen Consultancy, specialising in community regeneration and sustainable development. She has worked with Girlguiding UK for over 30 years, and with Toynbee Hall, the Universities Settlement in East London. Valerie Owen has been a Board Member since June 2004.

Chris Phillips

Chris has 30 years experience in the international financial services and real estate sectors. He is currently Non-Executive Chairman of Londonnewcastle Plc, who specialise in developing high quality, design-oriented, mixed use developments in key residential locations across Central London.

Formerly, Chris was Managing Director of Colliers Capital UK Ltd, the property fund management business of Colliers CRE, and previously he was responsible for developing the residential consultancy business.

Chris is also the Non-Executive Chairman of Your Space Plc, an AIM traded property services company; Non-Executive Chairman of Wyndham York Plc; and a Non-Executive Director of Mission Capital Plc. Chris Phillips joined the board in October 2006.

Albert Tucker

Albert is an independent consultant specialising in social development, ethical trade, regeneration and sustainability.

He has a long term interest in developing safer, stronger, more equitable and sustainable communities and has wide experience in community development and social inclusion.

Past activities in social housing include working in Notting Hill on a regeneration programme. Albert has held a range of Non-Executive posts, including the Big Lottery Fund. Albert Tucker joined the Board in June 2005.

Garry S Watson, OBE

Garry is a Chartered Accountant. He was Director of Hill Samuel Bank for 15 years and Managing Director 1989 - 1991. He was the Scottish Legal Services' Ombudsman for six years and for a further year was adviser to the Scottish Parliament Standards Committee.

He is currently Chairman of the Scottish private equity group, Braveheart Investment Group Plc. Garry has been a Director of Business in the Community, Honorary Treasurer of Citizens Advice in England and Wales and in Scotland. He was a member of the Board of Management of Edinvar Housing Association (1992 - 2003) and Chair of the Board (1997 - 2001). He was also Governor and latterly Vice Chairman of the Macaulay Land Use Research Institute in Aberdeen (1997 - 2004). Garry Watson has been a Board Member since September 2003.

EXECUTIVE BOARD MEMBERS



David Cowans
Group Chief Executive

David has over 30 years experience in housing and urban regeneration, working at a senior level for several large local authorities. He has extensive experience of mixed tenure development, regeneration, financial management and leading strategic change. David is a Chartered Director of the Institute of Directors and regularly contributes to Select Committees and inquiries on a range of issues affecting the housing sector.

David is also a Fellow of the Royal Society of Arts, is an Academician of The Academy of Urbanism and has an MBA from Birmingham University.

Steve Binks
Group Director, Finance & IT

Steve has over 30 years experience in finance and general management. He held a number of positions with Yorkshire Electricity Group Plc including Corporate Planning Manager, Group Financial Controller and Treasurer. Immediately prior to joining Places for People he was Divisional Director of Electricity Distribution.

David Shaw
Group Director, Development

David Shaw has over 25 years experience in the development industry. Having previously worked mainly in the private sector, including as the Regional Managing Director of a large national housebuilder, he moved to Places for People eight years ago as Group Director of Development. David's professional qualifications include BSc in design and he is a qualified planner.

Everton Bryan
Group Director, Place

Everton Bryan has over 20 years of experience in the support services industry, mainly in the private sector, working at senior director level for support service organisations in the UK and USA. Everton's professional qualifications include a BA Honours in Business Studies and he is also a Chartered Accountant.

GOVERNANCE

The business of Places for People is overseen by the Group Board. In addition, an Assurance and Regulation Board examines operational issues within the Group's regulated companies.

Group Board membership and purpose

The Group Board constitutes both Executive and Non-Executive Directors and meets at least five times per year to direct overall strategy, take key financial and business decisions and share their breadth of collective expertise for the benefit of the business. All the Non-Executive Directors act independently of management.

Given the complex nature of the Group's business, members of the Group Board also meet in committees to examine specific areas of operation. The committees are:

- Audit & Risk
- Strategic Finance
- Nominations
- Remuneration
- Mergers and Acquisitions

Assurance and Regulation Board (ARB) membership

Our ARB is made up of Non-Executive Directors, Executive Directors and Customers. Its members come from diverse backgrounds and together form a board which is in tune with our increasingly diverse society. The ARB oversees Places for People Homes, Places for People Individual Support, Places for People Neighbourhoods, Cotman and Kush, our housing and support provider for black and minority ethnic (BME) communities in London.



Members of the Assurance and Regulation Board

In practice it is responsible for the largest part of the Places for People business and with 80 per cent membership from the BME community it brings expertise and diverse skills to Group.

Evaluation process for Group Board Members

The Group Board adheres to the good practice outlined in the Combined Code on Corporate Governance and has an annual Governance review process. Individual appraisals of each Board Member and the Group Chief Executive are undertaken by the Group Chairman. Further objectives and development plans are agreed and shared with all Board Members. The Group Chief Executive individually appraises the Group Executive Directors.

Board recruitment and selection

The Nominations Committee leads the process for Board appointments and makes recommendations to the Board on appointments. Board renewal is important for good governance and the maximum term of office for Non-Executive members is two three year terms. Only in exceptional circumstances is this extended by a maximum of three additional one year terms.

The Group has an independent scrutineer who reports to the Annual General Meeting on all appointments made during the year, and on the quality of the appointments process.

Board remuneration

The Remuneration Committee determines and agrees the reward policy for remuneration of the Executive and Non-Executive Directors. Remuneration for Non-Executive Directors complies with the limits currently set by the Tenant Services Authority.

Internal control and risk

The Executive Directors are responsible for maintaining and reviewing the Group's systems of internal control. The Group Audit & Risk Committee is responsible to the Group Board for monitoring this system and reporting on its effectiveness. It oversees reviews and monitors the Group's application of accounting policies and standards, the appointment and remuneration of the external auditors, the resources and work programme of Business Assurance, the risk management framework and the adequacy of internal control.