

## Board of directors

### Lord Sharman of Redlynch OBE

Chairman

Age 66



Appointed to the Board in January 2005 and became chairman in January 2006. Currently an independent non-executive director of BG Group plc (*utility*) and Reed Elsevier plc (*publishing*). Former chairman of Aegis Group plc (*media services*) and KPMG International (*auditors*), former deputy chairman of Group 4 Securicor plc (*security services*), former member of the supervisory board of ABN AMRO N.V. (*banking*) and a former independent non-executive director of Young & Co.'s Brewery plc (*drinks*) and AEA Technology plc (*commercial/technology*).

Chairman of the Board and nomination committee and member of the corporate social responsibility committee

### Andrew Moss

Group chief executive

Age 51



Appointed to the Board in May 2004. Joined as group finance director and became group chief executive in July 2007. Previously director – finance, risk management and operations in Lloyd's (*insurance*) and formerly held a number of senior management positions at HSBC plc (*banking*).

Member of the corporate social responsibility and nomination committees

### Philip Scott FIA

Chief financial officer

Age 55



Appointed to the Board in May 2000 and became chief financial officer in July 2007. Joined Norwich Union in 1973 and held a number of senior positions before joining the Norwich Union board in 1993. Formerly, responsible for the group's insurance businesses outside Europe and Aviva Investors, the group's UK fund management operations. Currently a non-executive director of Diageo plc (*drinks*) and chairman of the European Insurance CFO Forum.

### Nikesh Arora

Independent non-executive director

Age 41



Appointed to the Board in July 2007. Currently Senior Vice President, and President of Europe, Middle East and Africa Operations at Google (*consumer services*). Non-executive director of Bharti Airtel (*telecommunications*). Formerly chief marketing officer and a member of the management board at T-Mobile (*communications*) and held senior management positions at Deutsche Telekom (*telecommunications*), Fidelity Investments (*financial services*) and Putnam Investments (*financial services*).

Member of the nomination and the risk and regulatory committees

### Mark Hodges

Executive director

Age 43



Appointed to the Board in June 2008. Joined Norwich Union in January 1991 and held a number of senior roles within the finance function before becoming finance director of Norwich Union Insurance in 1998 and managing director of Norwich Union Insurance in 2005. Appointed chief executive of Norwich Union Life, the group's long-term savings business in the UK, in April 2006.

### Wim Dik

Non-executive director

Age 70



Appointed to the Board in December 1999. Currently chairman of the supervisory board of Ziggo Holdings B.V. (*telecommunications*), a non-executive director of Unilever N.V. and Unilever plc (*consumer*), of LogicaCMG plc (*computer services*) and vice-chairman of Stage Entertainment B.V. (*entertainment*). Former Minister for Foreign Trade in the Netherlands. A former chairman of Nederlandse Unilever Bedrijven B.V. (*consumer*) and former chairman and chief executive officer of KPN Royal Dutch Telecom (*telecommunications*). A former chairman of the supervisory board of Holland Casino (*gaming*) and of Tele Atlas N.V. (*information systems*), a former member of the supervisory boards of TNT Post Group (*mail services*) and ABN AMRO N.V. (*banking*).

Member of the corporate social responsibility and the risk and regulatory committees

**Mary Francis CBE**

Independent non-executive director

Age 60



Appointed to the Board in October 2005. Currently senior independent director of Centrica plc (*utilities*), a non-executive director of St Mowden Properties plc (*property development*) and a director of Almeida Theatre Company Limited. A senior adviser to Chatham House and Governor of the Pensions Policy Institute. Formerly Director General of the Association of British Insurers, non-executive director of the Bank of England, Alliance & Leicester plc (*banking*) and Fund Distribution Limited and a senior civil servant.

**Chairman of the risk and regulatory committee and a member of the audit and remuneration committees**

**Carole Piwnica**

Independent non-executive director

Age 51



Appointed to the Board in May 2003. Currently a member of the New York and Paris bars, a director of Naxos UK (*private equity*) and a non-executive director of Toepfer International GmbH (*trading*), Dairy Crest Group plc (*dairy foods*) and a member of the biotech advisory board of Monsanto (*biotechnology*). Former non-executive director and vice-chairman of governmental affairs for Tate & Lyle plc (*agricultural/industrial*) and a non-executive director of S A Spadel N.V. (*food and beverages*) and former chairman of Amylum Group (*agricultural/industrial*).

**Chairman of the corporate social responsibility committee and member of the remuneration committee**

**Richard Karl Goeltz**

Senior independent non-executive director

Age 66



Appointed to the Board in May 2004. Currently a non-executive director of the Warnaco Group Inc (*clothing*) and the New Germany Fund (*investment trust*), the Central Europe and Russia Fund (*investment trust*), the European Equity Fund (*investment trust*) and a governor of The London School of Economics and Political Science. Former chief financial officer of American Express Company (*financial services*) and NatWest Group plc (*banking*). Former non-executive director of Delta Air Lines, Inc (*transport*) and Federal Home Loan Mortgage Corporation (Freddie Mac) (*financial services*) and a former member of the Accounting Standards Board (UK).

**Member of the audit and nomination committees**

**Russell Walls**

Independent non-executive director

Age 65



Appointed to the Board in May 2004. Currently non-executive director of Signet Jewelers Ltd (*retail*) and chairman of its audit committee, non-executive director of Delphic Diagnostics Limited (*medical*) and treasurer and trustee of The British Red Cross. Former group finance director of BAA plc (*transport*), Wellcome plc (*pharmaceuticals*) and Coats Viyella plc (*textiles*). Former senior independent non-executive director of Stagecoach Group plc (*transport*) and Hilton Group plc (*leisure*) and a former non-executive director of the Mersey Docks and Harbour Company (*transport*).

**Chairman of the audit committee and a member of the nomination and the risk and regulatory committees**

**Euleen Goh**

Independent non-executive director

Age 53



Appointed to the Board in January 2009. Currently a non-executive director of Singapore Airlines Limited (*transport*), MediaCorp Pte Ltd (*broadcasting*), DBS Bank Limited, DBS Group Holdings Ltd (*banking*) and the Singapore Exchange Limited. Former Chief Executive Officer of Standard Chartered Bank in Singapore (*banking*).

**Member of the audit and corporate social responsibility committees**

**Scott Wheway**

Independent non-executive director

Age 42



Appointed to the Board in December 2007. Former director of The Boots Company plc (now known as The Boots Company Limited) (*pharmacy*) and managing director of Boots the Chemist at Alliance Boots plc. Formerly held a number of senior management positions at Tesco plc (*retail services*).

**Chairman of the remuneration committee and member of the corporate social responsibility committee**

**Graham Jones**

Group company secretary

## Executive management

### Andrew Moss

Group chief executive

Age 51

See page 84

### Philip Scott FIA

Chief financial officer

Age 55

See page 84

### Mark Hodges

Executive director and chief executive, Norwich Union Life

Age 43

See page 84

### John Ainley

Group human resources director

Age 52

Joined the Group in 1999. Formerly held senior HR positions with WH Smith plc, ICL plc, Priory Hospitals Group and General Electric plc. Previously also Group HR Director for Norwich Union plc and HR Director for Norwich Union Insurance and Norwich Union Life. Holds a law degree and is a companion of the Chartered Institute of Personnel Development.

### Alain Dromer

Chief executive, Aviva Investors

Age 54

Joined the Group in September 2007. Formerly global head of group investment businesses at HSBC, senior executive vice president and head of asset management and insurance at Credit Commercial de France and director of capital markets at La Compagnie Financière Edmond de Rothschild. Previously at the French Treasury in the Ministry of Finance and the French Institute for Statistics and Economic Studies. Educated at l'École Polytechnique, Paris and l'École Nationale de la Statistique l'Administration Économique, Paris.

### Thomas Godlasky

Chief executive, Aviva North America

Age 53

Joined the Group in 2006. Formerly chairman, president and chief executive officer of AmerUs Group and chief investment officer of AmerUs Capital. Previously with Provident Corporation, Federated Investors, Inc and Mellon Bank. Holds a Bachelor of Science degree in urban and regional planning from Indiana University of Pennsylvania and a master's degree in public administration from the University of Pittsburgh. A graduate of Harvard Business School's Advanced Management Program and a Chartered Financial Analyst.

### Simon Machell

Chief executive, Aviva Asia Pacific

Age 45

Joined the Group in 1994. Formerly chief executive of Norwich Union Insurance in the UK and managing director of the RAC. Previously held positions with Ernst & Young LLP and Legal & General. Holds a BA Honours in Economics from the University of Durham and is a Fellow of the Institute of Chartered Accountants of England and Wales.

### Amanda Mackenzie

Chief marketing officer

Age 45

Joined the Group in 2008. Previously commercial and marketing director for British Gas and has more than 20 years of experience in the marketing and advertising profession. Holds a Bachelor of Science degree in Psychology from the University of London and is a graduate of the INSEAD advanced management programme. She is a fellow of the Royal Society of Arts, a member of the Government Strategic Marketing Advisory Board, a fellow of the Marketing Society and a governor of the National Youth Orchestra.

### Igal Mayer

Chief executive, Norwich Union General Insurance

Age 47

Joined the Group in 1989. Formerly chief executive officer of Aviva Canada, chief financial officer and executive vice-president. Previously finance director for Norwich Union Insurance and managing director for CGU Insurance in London. Holds a BA Honours in Commerce and Economics from the University of Toronto, is a chartered accountant and has received an honorary Chartered Insurance Professional designation from the Insurance Institute of Canada.

### Andrea Moneta

Chief executive, Aviva Europe

Age 43

Joined the Group in 2008. Previously managing director of Dubai Financial Group. Has extensive experience of European financial services, having held senior executive positions at UniCredit, the European Central Bank and Accenture. Holds honours degrees in Political Sciences and Economics and Business Administration. Qualified Dottore Commercialista and Revisore Contabile.

### Anupam Sahay

Group strategy and development director

Age 39

Joined the Group in 2007. Formerly a partner with the global financial services group at McKinsey & Company, advising leading insurers and banks in Europe, USA, Asia and Australia. Holds an engineering degree and an MBA from the Indian Institute of Management.