



MARGARET LORRAINE TRAINER

PERSONAL DETAILS

Birth Date: 13-03-1952

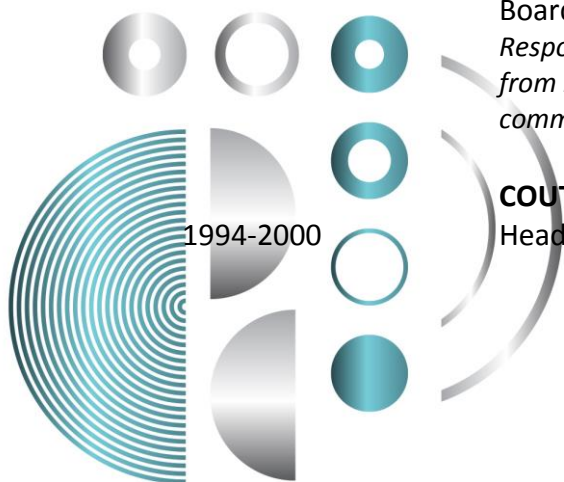
Address: Green Lea House, East Grafton,
Marlborough SN8 3DB

QUALIFICATIONS

1970-1971	Sorbonne, Paris Diplome Superieur
1971-1975	St Andrews University M.A. (2i) French

PROFESSIONAL BACKGROUND – EXECUTIVE CARREER

	CITIBANK NA
1975-1986	H.R. roles of both specialist and generalist natures
1986-1988	Chief of Staff to Head of UK Treasury <i>A non-HR role including assignments in capital hedging, risk assessment, speech writing, and foreign exchange and funding limits management</i>
1988-1989	Head of HR UK and N. Europe, London
1989-1990	Head of HR for EMEA based in Frankfurt
1990-1994	London Stock Exchange Head of Human Resources and member of the Executive Board <i>Responsible for formulating strategy and leading the Exchange from being a trade association to an organisation using current commercial practices.</i>
1994-2000	COUTTS NATWEST GROUP 1994-2000 Head of Human Resources and Organisation Development



SABBATICAL

2000 Took voluntary redundancy and spent 6 months learning to fly helicopters.

CONSULTING ASSIGNMENTS

Organisational development assignments include

- AIM listed Pharma Company

Advice to the Chairman and Remuneration committee

- Major international search group

Interviewing their clients in order to make recommendations on their strategy for their nonsearch products

2001-2006

De Beers LV Ltd

Member of the start up team for this joint venture created in 2001 between LVMH and De Beers to launch a global retail diamond jewellery business, advising on organisation and people strategy.

2006-2008

Manchester Square Partners

Working with the founding partners to support them in developing a search-based business mentoring practice at and around board level.

Various Coaching assignments

Role taken as part of succession planning and also amongst others for the Chairman of an advertising Group, Director of a Global group based in Paris and for **IMD, Lausanne** as part of leadership programmes.

2008-2015

Sonae SGPS

Advice to Chairman.

Providing board level succession planning services, and director development.

BOARD ROLES

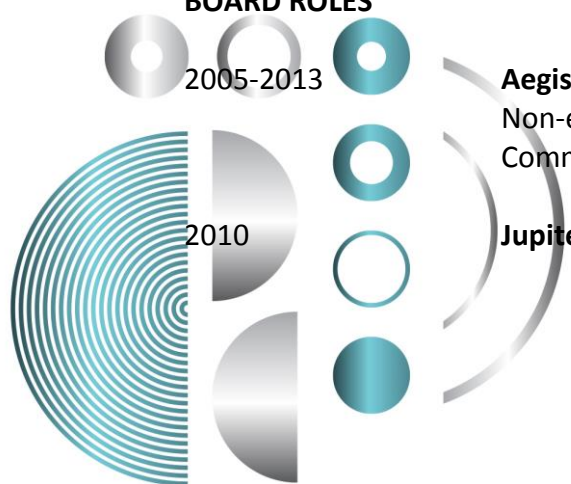
2005-2013

Aegis PLC

Non-executive Director and Chairman of Remuneration Committee (since 2010)

2010

Jupiter Fund Management PLC



Non-Executive Director and member of Audit committee^{IMPROVING LIFE} and Nomination committee. Senior Independent Director, Chairman of Remuneration Committee.

2013-2015

Colt S.A

Non-executive Director and from 2014 chair of Remuneration Committee. Member of Nomination committee. Fidelity purchased all the independent shareholdings and independent directors stood down.

2013

Essentra PLC

Non-executive Director and from 2014 Chair of Remuneration Committee. Member of audit and nomination committees

INTERESTS INCLUDE

Arts, flying, skiing

SHARES HELD IN SONAE GROUP COMPANIES

Does not hold any shares in Sonae nor in any Sonae Group companies.

