CHRISTINE CROSS

PERSONAL DETAILS

Place of Birth: Yorkshire, UK
Date of Birth: 13-06-1951
Marital Status: Married

QUALIFICATIONS

1973	**Newcastle University** BEd (Distinction), Food Science and Nutrition
1983	**University of Reading** MSc in Food Science (Distinction)
1990	**Open University (OU)** Diploma in Management Studies

PROFESSIONAL BACKGROUND

1975-1978	**Edinburgh University** Lecturer in Food and Nutrition
	Bath Spa University College
1979-1985	Senior Lecturer
1985-1989	Principal Lecturer and Director of BSc (Hons) Programme *- Gained the validation for the BSc (Hons) programme* *- Moved the course from 7th to 2nd in the recruitment league*
	Tesco PLC
1989-1990	Head of Consumer Services *- Led the product assessment and nutritional labelling section of the then most aggressive retailer in the sector.* *- Led the development of nutritional labelling on pack to complement the Company's Healthy Eating strategy* *- Began the principle of consumer involvement in sensory testing of products in order to raise the profile and image of the Tesco brand*
1990-1994	Divisional Director, Technical Services *- Recruited to spearhead private label development as part of Tesco brand strategy*

- Established physical, chemical and microbiological product testing in-house in order to challenge and develop supplier standards
- Developed Consumer Advisory Centres in order to benchmark products in the market place and build consumer trust and loyalty
- Built a private label product portfolio across food and non food resulting in 60% participation and 10% margin enhancement

1994-1997 Trading Director

- Responsibility for a strategic programme to reinvigorate clothing which resulted in sales of £450m p.a. and the Company diversification into non-food retailing
- Led a retail clothing rollout programme across 250 stores resulting in 27% LFL sales and 37% profit growth
- Challenged the supplier strategy with resulting increases in both service levels and quality
- Developed the first alternative sales channel, a Baby Direct catalogue, in line with company strategy
- Initiated a Company wide cultural change programme developing a vision and values, and incorporated this into a set of international KPIs

1998-2002 World Non Food Buying Director

- Reported directly to the Main Board, responsible for a budget of £600m.
- Established and implemented a strategy for global sourcing across UK, Republic of Ireland, Central Europe and Asia.
- Demonstrated success through sourcing 20% goods centrally, £55m savings achieved p.a.
- Instituted a process of aggregating orders on core lines to achieve economies of scale with saving of 3.7 margin points
- Developed sourcing hubs in Hong Kong, Thailand, India, Czech Republic, South Africa and Turkey to access the best value for money supply
- Transformed the value chain to source ex factory reducing costs from 15.3% to 1.9%
- Challenged branded suppliers by sourcing £80m p.a. parallel goods with savings of £9m
- Led international cross functional teams to deliver across 14 countries and cultures
- Headed the strategic review of buying and sourcing in current and proposed partner organisations to take account of supply chain and systems issues

Apr. 2002-Jun. 2003 Group Business Development Director

- Reporting to the Deputy Chairman/International Director, responsible for European business expansion (and other designated areas) for the group:
- Market assessments-Russia, Turkey, Greece, Denmark, Romania, Bulgaria, Croatia, India

- Designation of the appropriate entry vehicle-acquisition, JV, organic growth
- Business plan, including partner development as appropriate
- Valuation, transaction structures and due diligence working with investment banks and legal advisers
- Deal closure-successful acquisition of Hit, Poland and Kipa, Turkey
- Business integration to achieve 15% year 3 CROI

OTHER POSITIONS HELD

1997-2003	**University of Ulster** Visiting Professor, Consumer Studies
Dec. 2002-Dec. 2005	**George Wimpey, plc** Non-Executive Director
2003-2011	**Sobeys Inc, Canada** Non-Executive Director (Audit, Nominations and Remunerations Committee Member)
Feb. 2005-Jun. 2006	**Fairmont Hotels Inc** Non-Executive Director
Jan. 2005-May 2014	**Next plc** Non-Executive Director (Member of the Audit, Remunerations and Nominations Committee)
2006-2007	**PwC Transaction Services** Retail Consultant
June 2006-2013	**Apax Private Equity** Retail Advisor
June 2006-2014	**Warburg Pincus Private Equity** Retail Advisor
2007-2009	**Hull University Business School** Visiting Professor
2008-2009	**Premier Foods plc** Non-Executive Director
June 2009-2016	**Plantasjen (Apax PE)** Non-Executive Director
2010-2013	**PWC** Chief Retail Advisor
Jan. 2012-2015	**Woolworths (Australia) plc** Non-Executive Director (PPC Chair)

2014-2015	**Javelin Ecommerce** Board Advisor

OFFICES HELD

Since 2003	**Christine Cross Ltd** Director
Since Dec. 2012	**Kathmandu (New Zealand) plc** Non-Executive Director
Since Aug. 2013	**MHJL** Board Advisor
Since Jan. 2014	**Brambles (Australia) plc** Non-Executive Director
Since Oct. 2014	**Fenwick (UK)** Non-Executive Director
Since May 2015	**River Island** Board Advisor
Since March 2016	**Hilton Food Group** Non-Executive Director