Ann C Cormack MBE

Business Board Executive with Non-Executive experience also in private, public and third sectors.

International Business leader leveraging executive career global leadership and change & transformation experience in energy, manufacturing, consulting, mining, consumer and public sectors. Non-Executive experience in public, private and third sectors: Remuneration and Nominations committees (including as Chair), Audit and Risk, Finance, Investment and International committees.

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Current Non-Executive Portfolio

Envipco Holding N.V. **June 2022 – current**
Board member, member of Audit and Nominations Committees

Port of Tyne **July 2026 – current**
Board member, member of REM/NOM Committee

Elexon Ltd **October 2026 - current**
Board member, member of People and Remuneration Committee

RMA-TRMC The Royal Marines Charity **September 2025- current**
Board member and Trustee, member of People Committee

Edinburgh University General Council Business Committee **June 2023 - current**
Member of the Business Committee and Convenor International Standing Committee

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Past Non-Executive roles

UK National Nuclear Laboratory (NNL) **March 2023 – April 2026**
Board member, Chair of Remuneration Committee and member of Nominations Committee

UK Foreign, Commonwealth & Development Office (FCDO) **Oct 2020-Dec 2023**
Member of Supervisory Board, Management Board, Transformation Board, People Committee and Senior Leadership Board

Foreign and Commonwealth Office **March 2011 – Sept 2019**
Member of Audit and Risk committee

Chatham House – Royal Institute of International Affairs **July 2017 – Sept 2023**
Council member and trustee; member of Finance committee 2017-2021; member of Investment committee 2017-2021; member of Remuneration committee 2021-23; interim Chair Nominations committee 2022-23.

British Institute for Energy Economics **2005 - 2016**
Council member and trustee, Council Chair 2007, Vice-Chair 2006

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Executive Career summary

Global Executive Head of Human Resources: De Beers Group (Anglo American plc) **2017- 2021**
Led the global transformation of the organization as strategic market and technology changes, and the pandemic, challenged the business.

Director International: Rolls-Royce plc **2013 – 2017**
Led the international team overseeing in-country governance, shaping strategy, supporting business development and managing all government relations, including as customer, for the RR plc portfolio of businesses – defence, nuclear, aerospace, marine and power generation.

Managing Director Energy: Xynteo **2011-2013**

Led strategy, carbon reduction projects, and carbon and climate leadership development for senior executives; CEO client relationship management of oil & gas majors, & collaborative projects between them.

Managing Director: Darach Consulting **2009-2011**
Own company – strategic consulting; NED roles in renewables venture capital fund and third sector audit & risk committee.

CEO: D1-BP Fuel Crops Ltd **2007-2009**
Created 50:50 JV as vertically integrated global oil company making a low-cost sustainable biodiesel feedstock for BP global supply chain available commercially through planting and cultivation of *Jatropha Curcas* in Indonesia, countries in Africa and India.

Managing Director Small Business Service: UK Department for Trade and Industry **2005-2007**
Streamlined government-funded £2.5bn SME business support in UK. Influenced policy making across Whitehall departments; implemented control and change via national, regional and local government bodies.

Managing Director European Fleet Fuel Cards Business (B2B): Shell International **2002-2004**
Created a new EUR 1bn turnover, 1m customer business from disparate entities, set successful growth strategy and delivered 8-fold increase in profitability within 2 years.

Manager, Internal Business Consultancy: Shell International **1999-2001**
Led the B2B and general business consultancy practice, with team members based in Europe, Asia, Australasia, operating globally on various strategic projects including South America and Africa.

Associate, Global Leadership & Performance (LEAP): Shell International **1998-1999**
Ran leadership challenges (senior executive development and culture change) and structured business improvement programmes (90-day timescale) within Shell's global transformation programme.

Change Manager, Retail: Shell Nederland **1996-1997**
Based in Rotterdam, led flagship change programme to increase competitiveness of Dutch business, including cultural change.

Managing Director Cory Oil: Shell UK **1991-1996**
160 people (majority unionised), 60 road tankers, drivers, heating engineers, marketing, sales, customer service/admin staff,16 depots across southern England. Turned around profitability. Restructured the company. Merged with three other subsidiaries. Rebranded as Shell Direct, model/brand replicated in EU.

Area Assistant, USSR, Poland, Bulgaria, Romania and East Germany: Shell International **1989-1991**
Supported and stood in for, in-country Directors to develop Shell business including gas, crude and products trading, agricultural and fine chemicals trading, lubricants and retail market entries, coal, oil well stimulation in Tyumen W. Siberia and first stage negotiations for development of Sakhalin in USSR far east.

Retail Communications Co-ordinator, Shell Traveller's Check: Shell UK **1987-1989**
New fuel station concept development and implementation – food range, services, forecourt communications and closing/re-opening customer loyalty promotion management.

Supply & Distribution network planner: Shell UK **1985-1987**
Restructuring/rationalization of UK terminal network due to duty point change. Change management including TGWU negotiations. Exchange negotiations: Esso, BP & Texaco to optimize supply/cost position. Management of property portfolio.

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Professional training & education

Cabinet Office Top Management Programme (TMP61), 2001; Civil Service Young Node (YONO02) 1991.
Shell Senior Executive programme IMD & various in-house leadership, management & business courses; Shell-sponsored MBA, Henley Management College (Brunel University) distance learning (completed 6/7 certificates). Post-graduate Diploma in Russian, Strathclyde University 1985. MA (Hons) in German with French, Edinburgh University 1984. Languages: English, German, French, Spanish, Russian, Dutch.