

PAULA REYNOLDS

Major Career Roles

Chair, National Grid plc
Senior Independent Non-Executive Director and RemCo Chair, BP plc
Chair/President/CEO, AGL Resources Inc.
Vice Chair/Chief Restructuring Officer, American International Group Inc.
Chair/President/CEO, Safeco Corp.

Other Career Highlights

Non-Executive Director and RemCo Chair, BAE Systems plc
Independent Director and Chair, Governance & Public Affairs Committee
Independent Director, CBRE Inc.
Independent Director, TC Energy Corp.
Independent Director and Chair, Audit Committee
Independent Director, Coca-Cola Enterprises
Director, Anadarko Petroleum Corp.
Chair, Fred Hutchinson Cancer Center
Chair, Cascade Public Media

Paula Reynolds brings over 25 years of board-level leadership across a broad range of sectors including energy, utilities and financial services. She currently serves as Chair of National Grid plc (since 2021), one of the UK's most system-critical energy infrastructure companies, navigating the energy transition, grid modernisation and long-term capital investment cycles.

She holds prominent non-executive roles as a Non-Executive Director of GE Vernova, where she chairs the Safety & Sustainability Committee, and as a Non-Executive Director of Linde plc, offering strategic input in industrial gases and clean energy technologies. She previously served on the boards of BP, GE, TransCanada (now TC Energy), Delta Air Lines, and CBRE.

Paula's executive career was unusual in spanning multiple sectors as a CEO. As CEO of Safeco Corp, an insurance company (2006-2008), she materially improved operating and financial performance, leading to the company's acquisition by Liberty Mutual. Earlier, she was Chair, President, and CEO of AGL Resources (1998-2005), where she expanded the business into a multi-state energy and telecommunications platform. She also held senior roles at PG&E Corp., adding further depth to her international and energy sector credentials.

Paula served as Chief Restructuring Officer at American International Group (AIG) in 2008, where she played a pivotal role in stabilising the company during the global financial crisis by leading its complex divestiture and asset sale efforts.

She brings deep cross-sector expertise in:

• Utilities & energy infrastructure – chairing and directing large-scale UK and US energy network operators

• Governance & board leadership – providing strategic oversight and stakeholder alignment in complex, regulated industries

• Sustainability & risk management – chairing ESG and safety committees with cross-sector responsibility

• Corporate transformation & M&A – leading and advising on high-value transactions and operational repositioning

A US-trained economist and executive with extensive cross-border experience, Paula is recognised for her boardroom judgment, regulatory fluency and ability to guide businesses through structural change and long-range strategy. She continues to play a central role in shaping resilient, responsible leadership at the top of the UK and global corporate landscape.