

SIR ROGER CARR

Major Career Roles

Chair, BAE Systems plc
Chair, Centrica plc
Chair, Cadbury plc
CEO, Williams plc

Other Career Highlights

Vice Chair, BBC Trust
Deputy Chair and Senior Independent NonExecutive Director, Court of the Bank of England
President, Confederation of British Industry
Chair, Chubb plc
Chair, Mitchells & Butlers plc
Chair, Thames Water plc
Senior Adviser, Kohlberg Kravis Roberts & Co LP.
Chair, Upfield
Board member, Wella
Chair, English National Ballet

Sir Roger Carr is one of the UK's most respected and experienced business leaders, with a distinguished career spanning more than four decades at the helm of major British enterprises. He most recently served as Chair of BAE Systems plc (2014-2023), one of the world's leading defence, aerospace and security companies. In this role, Sir Roger chaired a FTSE 100 board operating at the intersection of global security, advanced technology and international policy.

Throughout his career, Sir Roger has exemplified outstanding leadership in complex, regulated environments – most notably in the defence, energy, and consumer goods sectors. He served as the Chair of Centrica plc (2004-2013) and held the position of Vice Chair and Senior Independent Director of the Court of the Bank of England (2007-2012). His prior appointments also include chairing Cadbury plc and Thames Water, alongside Non-Executive Directorships at organisations such as the BBC and MITIE Group.

As a former President of the Confederation of British Industry (CBI), Sir Roger played a pivotal role in shaping UK business policy and promoting enterprise at both national and international levels. He is widely recognised for his ability to balance strategic foresight with pragmatic stewardship, particularly during times of transformation, scrutiny, or challenge.

Sir Roger brings deep cross-sector expertise in:

• Aerospace & defence – oversight of multinational defence programmes and public-private collaboration

• Energy & utilities – board-level leadership across conventional and renewable energy platforms

• Consumer brands – navigating complex M&A, and aligning stakeholder interests

• Public institutions & policy – Informing macroeconomic strategy and championing responsible governance

He has advised governments, engaged with activist investors, and led organisations through high-profile cross-border transactions. He offers cross-sector insight, institutional memory and a steadying presence in the boardroom – qualities that hold enduring value in an increasingly volatile corporate landscape.