



Major Career Roles

Independent Non-Executive

Director, Woolworths Holdings Ltd

CEO, Debenhams plc

CEO, Jaeger Group Ltd

Chair, Skillsmart Retail Ltd

Other Career Highlights

Chair, AT Shop Ltd

Style Director, Marks & Spencer Group plc

Senior Advisor, Newton

Belinda Earl is an experienced retail CEO and board director whose career has been shaped at the top of some of the UK's best-known fashion and department store brands. She has led both Jaeger and Debenhams as Chief Executive, steering them through intense competition, changing consumer expectations and the early waves of digital disruption. Beginning her career as a graduate trainee at Harrods, she joined Debenhams in 1985, rising through a series of senior roles before being appointed to the board and, in 2000 at the age of 39, becoming CEO.

Belinda brings a distinctive blend of commercial sharpness, brand sensibility and deep understanding of the fashion and retail ecosystem. She spent six years as Style Director and consultant at Marks & Spencer, helping to refine product, brand and customer strategy, and served on the M&S Archive board, giving her a long-term, heritage perspective alongside day-to-day trading realities. She has chaired the board of luxury children's retailer Alex and Alexa, the Retail Sector Skills Council and co-founder of the British Fashion Council's Positive Fashion committee, and has contributed to broader labour and sector debates as a member of the Vulnerable Employment Commission.

Today Belinda sits on the board of Woolworths Holdings Limited, the South African and Australian fashion and food retailer, where she chairs the Sustainability Committee and serves on the Risk & Compliance, Social and Ethics and the Nominations Committees. She is also a Senior Adviser at Newton, bringing frontline retail and leadership insight to transformation and performance-improvement work.

Belinda brings deep cross-sector expertise in:

- Fashion, retail & consumer brands – leading and advising major high-street and heritage brands through shifting consumer, competitive and economic environments.
- Brand, product & customer strategy – shaping style, proposition and customer experience in multi-channel retail businesses.
- Board governance, sustainability & risk – chairing sustainability and serving on risk and nomination committees for a listed international retailer.
- Sector skills, talent & inclusion – chairing skills and positive fashion bodies, and contributing to policy on employment practices and workforce development.

Belinda holds a BSc in Economics and Business and is a Fellow of the University of Wales and of the City & Guilds Institute. She was awarded an OBE in 2017 for services to retail.