

ALISON PLATT

Major Career Roles

Chair, esure Group plc
Chair, Ageas (UK) Ltd
Chair, Hargreaves Lansdown plc
Chair, Dechra Pharmaceuticals plc
Group CEO, Countrywide plc
Division Managing Director, International Development Markets, Bupa, Europe & North America
COO, Bupa Hospitals (and oversaw the sale to Spire Healthcare Group UK Ltd)

Alison Platt is an experienced Chair, former FTSE CEO and board director whose career spans financial services, insurance, healthcare, property and aviation. She currently chairs Ageas UK and Esure Group plc, is a Non-Executive Director at Inchcape PLC and HSBC Holdings plc, a board member of Spectrum Life and a member of the advisory board of Huntswood. Alison has previously chaired Hargreaves Lansdown, Dechra Pharmaceuticals, Legal & General's newly established financial advisory company, and the Remuneration Committee at Tesco (FTSE 30), and has served on the boards of Cable & Wireless Communications (FTSE 250) and multiple international joint ventures. Alison was Vice Chair on both a listed Saudi joint venture and an Indian joint venture, becoming the first British woman to serve on a listed Saudi board.

Alison's executive career includes leading large-scale, customer-facing businesses through growth, transformation and complexity. From 2014 to 2018 she was CEO of Countrywide, the UK listed residential and commercial property group, navigating both structural change in the property market and the demands of public company leadership. Prior to this, she spent more than 20 years with Bupa, progressing through a series of senior roles with responsibility for UK insurance, clinics and hospitals before leading Bupa's emerging markets businesses. In that capacity she oversaw major acquisitions in Poland and Hong Kong and drove significant growth in Bupa's joint ventures in Saudi Arabia and India, deepening her experience of international partnerships, regulation and diverse stakeholder environments. Alison began her career at British Airways, where she held several senior roles over 13 years, building early expertise in service, operational performance and global branding.

Other Career Highlights

Senior Independent Non-Executive Director, Inchcape plc
Chair of remuneration, Independent Non-Executive Director, Tesco plc
Independent Non-Executive Director, Cable & Wireless Communications plc
Vice Chair, Bupa Arabia for Cooperative Insurance
Co-Vice Chair, Niva Bupa Health Insurance
Chair, Opportunity Now
Non-Executive Director, UK Foreign & Commonwealth Office (now FCDO)
Non-Executive Director, Spectrum Life Ltd
Independent Non-Executive Director, HSBC Holdings plc.

Alongside her executive and board roles, Alison has been a prominent advocate for gender equality and broader inclusion in business. She was a member of the steering group for the Hampton–Alexander Review (FTSE Women Leaders) and previously chaired Opportunity Now, a national initiative focused on accelerating progress for women in the workplace. Between 2005 and 2010 she served as a Non-Executive Director at the UK Foreign and Commonwealth Office, contributing commercial and governance perspectives to foreign policy and departmental leadership.

Alison brings deep cross-sector expertise in:

• Board and chair leadership – extensive experience chairing FTSE and privately held businesses, committees and joint ventures in the UK and internationally.
• International growth & joint ventures – building and scaling businesses in Europe, the Middle East and Asia, including in regulated and partnership-heavy markets.
• Transformation, customer strategy & culture change – leading large, customer-facing organisations through structural change and strategic repositioning.
• Diversity, inclusion & public service – high-profile roles in FTSE women leadership initiatives and governance experience with the Foreign and Commonwealth Office.

In 2011 she was appointed Companion of the Order of St Michael and St George (CMG) for services to the Foreign Office.