

HELEN WEIR

Major Career Roles

Independent Board Member, Koninklijke Ahold Delhaize NV
Chair, Mobico Group plc
Chair, parkrun
Chief Financial Officer, Marks & Spencer Group plc
Group Finance Director and Group Executive Director, Retail Banking, Lloyds Banking Group
Group Finance Director, Kingfisher plc
Group Finance Director, John Lewis Partnership

Other Career Highlights

Senior Independent Non-Executive Director, Superdry plc
Independent Non-Executive Director, SABMiller plc
Independent Non-Executive Director, Greencore Group plc
Independent Non-Executive Director, Just Eat plc
Independent Non-Executive Director, Bata Limited
Non-Executive Director, Postal Services Holding Company (Royal Mail)
Trustee, Teach First

Helen Weir is an experienced board director and former CFO who has spent her career at the heart of major consumer-facing and financial services businesses. She is currently a member of the Supervisory Board of Ahold Delhaize, where she chairs the Governance and Nominations Committee, and a Non-Executive Director at Bata Ltd. Her wider board portfolio has included Chair of Mobico Group (formerly National Express), Senior Independent Director at Superdry, and Non-Executive Director roles at SAB Miller, Just Eat, GEMS Education, Royal Mail Holdings, the RFU, Bata Shoes and City of London Investment Trust. She is also a Trustee of Teach First, reflecting her long-standing interest in access to education and social mobility.

Helen's executive career has been defined by significant CFO and general management roles in complex, high-profile organisations. She served as Chief Financial Officer of Marks & Spencer, the John Lewis Partnership, Lloyds Banking Group and Kingfisher, working at the intersection of finance, strategy, regulation and customer-led transformation. Between 2008 and 2011 she was CEO of the Retail Banking division of Lloyds Bank, leading a large, regulated, multi-channel business through a period of considerable change and scrutiny. Earlier in her career she served on the Management Board of Castorama in France and on the Supervisory Board of Hornbach Holdings in Germany, adding international retail and cross-border governance experience to her UK roles.

Helen began her career with Unilever before joining McKinsey & Co, where she built a strong analytical and strategic foundation that has underpinned her subsequent leadership roles. Over the years she has become a trusted partner to boards, CEOs and executive teams on topics ranging from capital allocation and balance sheet strategy to customer proposition, digital transformation and governance. She brings a calm, disciplined and collaborative style to her mentoring work, helping senior leaders balance performance, risk, stakeholder expectations and personal resilience in demanding roles.

Helen is a Fellow of the Chartered Institute of Management Accountants and has previously served as a member of the Accounting Standards Board. She holds an MA in Mathematics from Oxford University and an MBA from Stanford University.

Helen brings deep cross-sector expertise in:

• Finance, risk & capital management – multiple Group CFO roles across FTSE-listed financial services and retail.
• Banking & financial services– CEO of Retail Banking at Lloyds, plus broad experience in regulated, customer-facing financial institutions.
• Board governance & committee leadership – chairs and serves on governance, nominations, audit and risk committees across UK and European boards.
• Transformation, performance & stakeholder management – leading large-scale change while balancing the needs of shareholders, regulators, customers and colleagues.

Her contribution to business and finance has been recognised with multiple awards, including a CBE for Services to Finance, International Accountant of the Year and recognition for her outstanding contribution to finance by CFO magazine.