

For two years as an MND, I've attended Board and Council meetings; I've visited, talked with and listened to members and colleagues from the south coast to Stornaway and many points in-between; communicated with others through social media and gained a good understanding of what's important as we rebuild the business and re-establish co-operative principles.

I know that important aspects are:

- the Co-op offer in terms of price, quality, availability, a neighbourhood location, friendly service, happy colleagues, 'cashback' and contribution to good causes
- what the Co-op represents in terms of fair-trade, ethical sourcing, mutual respect, responsible pay policies, and community involvement;
- the nature of the Co-op's activity and influence such as ensuring colleagues' fair and equitable pay; becoming appropriately diverse and inclusive; treading more lightly on the environment e.g by strategic waste reduction (especially plastics); and promoting and operating responsible energy usage; and
- how well the Co-op can confidently secure its future - learning from past lessons and restoring it to its unique position: combining relevance to community with an integrated range of commercial and business offerings

I know that in some areas members and colleagues see the Co-op as doing well but that in others there's a fervent desire that the Co-op should be more active and take a lead to re-establish itself ahead of the pack.

My prior 30 years as a lawyer working with major retail clients and almost 10 years as Legal Director of John Lewis Partnership equip me to bring corporate retail sector expertise balanced with an awareness of the needs of an active democracy to board discussions. I challenge management when I have concerns, but support management where necessary to:

- hear the voice of Council at the Board
- set the right business, strategic framework for growth in core areas of activity
- encourage innovation to help Co-op businesses be more agile for the future
- oversee commercial and financial performance so we anticipate and manage risks sensibly
- make sure that co-operative values and principles stay at its heart

- at the same time as checking that our activities are carried out, not only in compliance with relevant laws, codes and regulations, but so that they amplify our co-operative difference

As a lifelong champion of equality, (I'm Chair of the Carnegie Greenaway book awards diversity review and of ActionAid UK, a charity promoting the rights of the poorest women and girls). I've worked with and propose to continue encouraging the Executive and Council secretariat to make both business and democracy more appropriately diverse and inclusive.

I've championed the Co-op Young Members' Board and would encourage a more integrated role for them in the democracy and involving commercial innovation and agility within the Co-op business

I've served on the Remuneration Committee; and we're making changes to incorporate a more transparent presentation of senior executive pay and view of the relationship between that and the pay of lowest paid; and importantly to improve colleagues' pay.

It's a privilege to have served on the Co-op Board; I'd love to serve you further.