

Elisabeth Talma Stheeman

Non-Executive Board member, Senior Advisor with 35 years international experience in Financial Services (Retail and Investment Banking, Capital Markets, Real Estate/Private Equity). Strong skills in strategy, finance, governance, compliance, leadership and management.

NON-EXECUTIVE EXPERIENCE

Bank of England/Prudential Regulation Authority (PRA), London **2015 - present**
Senior Advisor

Appointed in September 2015 to bring independent advice and senior industry experience to the PRA and to provide effective challenge to the way the PRA works and exercises judgements:

- Participating in and leading senior level meetings with financial services firms regulated by the PRA.
- Leading and contributing to governance and board effectiveness reviews with supervision teams.
- Co-chairing work stream on supervision of governance with the Federal Reserve Bank of New York.
- Member of senior SMF interview panels; chairing and attending Periodic Summary Meetings (PSMs).
- Member of Senior Advisory Group of Internal Evaluation Office Review of Sterling Monetary Framework
- External Member of FMI (Financial Market Infrastructure) Board - since July 2017.

Korian SA, Paris, France **2017 - present**
Member of the Supervisory Board and Audit Committee

Appointed in June 2017 to the Board of the largest provider of retirement and nursing homes in France and Germany. Korian is listed on the Paris Stock Exchange with a market capitalisation of €2.3bn.

Aareal Bank AG, Wiesbaden, Germany **2015 - present**
Member of Supervisory Board

Deputy Chair of Risk Committee and Member of Technology and Innovation and Committee

Appointed to the Supervisory Board of one of the leading international financial services property specialists, listed on Deutsche Boerse's MDAX with a market capitalisation of €2.1 bn. The Bank provides real estate lending and consulting services to clients on three continents.

TLG Immobilien AG, Berlin, Germany **2014 - present**
Member of Supervisory Board and Audit Committee

Appointed to the Board of leading commercial real estate company focussed on Berlin and the growth regions of Eastern Germany with a portfolio of over €2bn fair value. TLG was privatised by the German government in 2012, acquired by the Private Equity firm Lone Star and completed an IPO with a listing on the Frankfurt Stock Exchange in October 2014.

Courno, London **2014 - 2016**
Senior Advisor

Advised founder of start-up Peer-to-Peer digital lending platform with a focus on the German SME market.

Redefine International PLC, London **2015**
Independent Non-Executive Director and Member of Investment and Remuneration Committees

Appointed to the Board of FTSE 250 listed, income focussed UK Real Estate Investment Trust with a primary listing on the London Stock Exchange and a secondary listing on the Johannesburg Stock Exchange (Stepped down on joining the PRA).

EXECUTIVE EXPERIENCE

LaSalle Investment Management, London and Chicago **2013 - 2014**

Global Chief Operations Officer (COO) and Member of Global Management Committee

Responsibilities: Strategy/M&A, Finance and Operations, Legal and Compliance, Human Resources for Global Real Estate Investment Manager (US\$50bn Assets under Management, 700 employees in 18 countries).

Member of LaSalle's Global Management Committee and Jones Lang Lasalle's Global Operating Committee.

- Optimised business model to focus on a scalable number of funds worldwide, streamlined budgeting
- Re-shaped talent management and compensation process to bring in line with best practice.

Morgan Stanley, London **1988 - 2012**

COO, Investment Banking Division: Real Estate and Natural Resources **2011 - 2012**

- **Management:** Responsible for daily operational management of whole team across Europe and senior client events
- **Strategy/ Financial Management:** Quarterly business planning, including strategic business reviews, and reporting to Investment Banking Management. Business reporting, revenue planning, budgeting and expense management.
- **Legal / Compliance, Internal Audit / Operational Risk:** Responsible for conflict management; working closely with legal counsel on all legal and compliance matters; point person for internal audit and operational risk review.

Global COO, Real Estate Investing (Morgan Stanley Real Estate Funds) **2007 - 2010**

- **Management:** Ran the operations for \$50bn AuM real estate investment funds. Management of team of about 500 professionals in fifteen cities; member of Global Real Estate Investing Operating Committee.
- **Strategy:** Regular business planning and portfolio valuation, including strategic business reviews with Management
- **Financial Management:** Business reporting, revenue planning, budgeting and expense management.
- **Legal / Compliance, Internal Audit / Operational Risk:** Responsible for conflict management; working with legal counsel on legal and compliance matters; European point person for internal audit and operational risk review.
- **Talent Management:** Management of all team resources (hiring, restructurings, career development and training).

Executive Director/COO, Financial Institutions Group (FIG) **2003 - 2007**

Executive Director, Media & Communications Group, VP, Financial Sponsors Group **1999 - 2002**

Vice President / Associate, Transaction Management Group / Capital Markets **1991 - 1999**

Analyst, Equity Capital Markets / Private Equity / Corporate Finance (Insurance Team) **1988 - 1991**

Vereins- und Westbank AG, Hamburg, Germany **1982 – 1987**

Retail Brank Network and Controlling Department

Developed a management system for profit center results, strategic analysis of retail branch network.

Trainee (German "Banklehre" – Banking Training and "Hamburger Modell")

Full-service branch experience, Securities and Stock Exchange Department, Loan Department, Letters of Credit and FX.

TRUSTEE APPOINTMENTS

London School of Economics (LSE), London **2011 - present**

Elected to LSE Court of Governors in 2011 and to LSE Council in 2016; Selected as a member of LSE Audit Committee in 2012 and as Vice Chair of LSE Finance Committee in 2016. Active Member of LSE Alumni and Mentoring Networks and regular speaker at LSE events and on LSE panels.

German British Chamber of Industry and Commerce, London **2016 - present**

Elected as member of Council of the German British Chamber of Industry and Commerce in November 2016.

EDUCATION AND QUALIFICATIONS

London School of Economics (LSE) **1987 - 1988**

Diploma in Business Studies (Course studies included Macro and Micro Economics, Accounting & Finance, International Relations & Organisational Theory). Selected for full scholarship by Carl-Duisberg-Gesellschaft, Germany.

Wirtschaftsakademie Hamburg (Hamburg School of Business), Germany **1982 - 1985**

Bachelor in Business Administration final examinations as "Betriebswirt" and "Wirtschaftsassistent". Sponsored by Vereins- und Westbank AG. Simultaneous vocational training ("Banklehre") and examination at Chamber of Commerce

Nationality: British/German. **Languages:** English/German (bilingual), French (working proficiency), Spanish (basic)

Interests: Member of professional diversity and mentoring networks: International Women's Forum, Women Corporate Directors, LSE Alumni. Member of two choirs. Music, Theatre, Walking, Family.