

## Curriculum Vitae

### **URMILA BANERJEE (Millie) CBE**

Millie is experienced at Board level and as a General Manager with a very strong track record in telecommunications operations management and human resource policy and delivery.

Since 2001 she has pursued a non-executive plural career. Prior to that she had several years' experience operating successfully in the telecommunications industry including at Divisional Board level in BT. Whilst at BT she was responsible at General Manager level for line management of Marketing and Sales, Customer Service and Network Operations in BT's London Territory and at Director level for Human Resources in BT's largest Division.

She spent 5 years as the EVP Operations of ICO a global mobile telecommunications company with primary responsibility for setting up 12 operational centres round the world.

At present she holds several non-executive directorships including the Office of Communications (Ofcom) and the Strategic Rail Authority. She is also a Member of the Cabinet Office Strategy Board and a Commissioner for Judicial Appointments. She is the Chair of the Carnegie UK Trust and a Member of the Advisory Group for the Tanaka Imperial College Business School

Previously she has been a non-executive Director of Channel 4, a Member of the Nurses Pay Review Body, a non-executive Director of the Prison Board, of the Sector Skills Development Agency and of London First and a Governor of South Bank University.

Key skills include:

- extensive experience in operating at Board level
- a flexible manager able to adjust her style to be effective in a variety of organisations and roles ranging from large structured organisations to small ever-changing flat entrepreneurial ones
- cultural sensitivity and experience of managing in a multi-cultural environment in the UK and in other countries
- keen understanding of implementing appropriate private sector good practice within the framework of public sector values and ethics
- hands on experience of developing fit for purpose processes and procedures for the recruitment and selection of staff at all levels of management and in several countries .
- ability to balance strategic approach with ongoing operational requirements
- in-depth knowledge of telecommunications markets (fixed and mobile) products and services world-wide
- experience at Board level relationships with senior public and civil servants, academia and the voluntary sector
- operational experience of customer service provision
- management of organisational and structural change
- public speaking in specialist and generalist environments
- understanding of the judicial structure and appointment processes

### **CAREER HISTORY**

#### **Non-Executive Board Member Office of Communications (Ofcom)**

**Sept 2002 to date**

- Ofcom is the independent regulator of the communications industry (Telecommunications, Spectrum, TV and Radio) and is led by a 9 Member Board (of whom 3 are executives) who are collectively accountable to Parliament. She is the Chair of the Ofcom Remuneration Committee and the Board Member responsible for diversity.
- During the formation of Ofcom she played a major role in organisation design, design and implementation of the process for transferring staff from the predecessor bodies and the selection and recruitment of the Chief Executive, other executive Board members, the HR director and the Chief Engineer. Within the Board she acts as the Board expert for Telecommunications and Spectrum.

## **Curriculum Vitae**

### **Non-Executive Director Cabinet Office Strategy Board (and its predecessor bodies)**

**Nov 1999 to date**

The Strategy Board is chaired by the Minister for the Cabinet Office and includes the cabinet secretary, two permanent secretaries, and another independent member and is responsible for giving strategic direction to the department, establishing appropriate control mechanisms and monitoring its change programme. She is the Chair of the Cabinet Office Audit and Risk Committee and a Member of the Pay Committee.

### **Non-Executive Director of the Strategic Rail Authority (SRA)**

**Jan 2002 to date**

The SRA is responsible for planning the rail system and awarding the franchises for train operations. She is a member of the Franchising Committee, the Remuneration Committee and the Transition Committee (the latter over seeing the closure of the SRA).

### **Commissioner for Judicial Appointments (CJA)**

**Mar 2001 to date**

The CJA is responsible for monitoring judicial appointment processes, handling complaints and participating in the public debate on improving the judicial system. She has been the co-leader (with the First Commissioner) for the investigation of a number of complaints (both judicial and QC). She has also led (with one other Commissioner) the audit of selection processes for QC, High Court, DDJ and Recorder. She has also taken a leadership role in establishing the Commission's research programme for gender and ethnic diversity. She has been a guest speaker at the annual conference of the Association of Women Lawyers and is due to speak at the meeting of the Commission for Judicial Appointments for Scotland and has participated in various workshops on judicial appointment processes.

### **Chair Carnegie UK Trust**

**June 2000 to date**

The Carnegie UK Trust is an independent, not-for-profit foundation, supporting research, public policy analysis and grass roots social action initiatives. Previously Trustee and Vice chair.

### **Member Advisory Group Tanaka Imperial College Business School**

**Jan 2003 to date**

### **ICO Global Communications**

#### **Executive Vice President Operations / Chief Operating Officer**

**Nov 1995 to Dec 2000**

Her role included the following:

- as a member of the Top Team participation in external presentations and "road shows" for due diligence and financing activities.
- the line management responsibility for the implementation, subsequent operations and business economics of the non-satellite (ground) infrastructure. This includes responsibility for the implementation of 12 earth stations world-wide
- the development and implementation of the operational support systems (including billing, customer care)
- the setting up of the financial and commercial arrangements including appropriate company structures in each of the 12 host countries

### **BT Group Business Management**

**Jan 1995 to Nov 1995**

#### **Director Network Services & Pricing**

Responsible for BT's pricing policy and for the co-ordination and management of BT's UK product portfolio. Also responsible for "in life" product management for local, national and international calls and access lines.

### **BT Products and Services**

**1992 to 1995**

#### **Director Integrated Systems**

Responsible for formulating strategy, project management and implementation of a set of consistent computer systems to support customer handling for BT's customers worldwide

### **BT Worldwide Networks Division**

**1990 to 1992**

#### **Director Personnel and Quality**

Director Personnel and Quality was responsible as a member of the Divisional Board for creation of a new BT Division of 30,000 people worldwide; in particular the establishment of consistent and

## Curriculum Vitae

proactive personnel policies, for the selection, recruitment, training and development of staff at all levels worldwide (including the implementation of Assessment Centres for recruitment of Senior staff) in a period of significant change. Also part of the Corporate HR top team personally leading on company wide change management programme.

### **BT UK London South East Territory 1988 to 1990**

#### **District General Manager London Network Operations**

As DGM/LNO she was responsible for the creation of a new dedicated organisation of 6,500 people with the responsibility for managing the modernisation of the London Core Network. Following completion of the programme she was responsible for restructuring the division to reduce the work force by 25%. She also personally project managed the £30m **London Code Change** (introduction of 071 and 081) programme.

### **BT UK London Territory 1986 to 1988**

#### **Deputy District General Manager Southern London**

Responsible as Chief of Operations for the integration of the operations of the 3 Areas forming what was the largest of BT's 26 new Districts. In particular was responsible for implementing BT's first functional Sales Office.

### **British Telecom Local Communication Services 1984 to 1986**

#### **Deputy General Manager London South West Area**

Responsible for Sales, Marketing and Operations in one of the 11 London Telephone Areas.

### **British Telecom Local Communication Services 1983 to 1984**

#### **Deputy Controller Marketing London Region**

Responsible for market planning and operations in the 11 London Telephone Areas.

### **British Telecom and its predecessor organisations 1970 to 1983**

Various roles including senior tutor in the Telecommunications Management College, general management of International Operator Services and support for BT's privatisation project as Executive Assistant to the then Managing Director of Post Office Telecommunications

### **Previous Non Executive Roles**

**Non-Executive Director of Channel 4 TV 2000 to 2002**

**Non-Executive Director Sector Skills Development Authority 2002 to 2004**

**Member of the Nurses and Allied Professions Pay Review Board 1999 to 2003**

**Governor South Bank University 1993 to 1998**

**Non-Executive Director Prison Service Agency 1990 to 1995**

**Non-Executive Director Focus Central London 1997 to 2000**

### **QUALIFICATIONS AND TRAINING**

BSc Zoology - University College London

DMS - Polytechnic of North London

MA Industrial Relations - Woolwich Polytechnic

Senior Executive Program - Massachusetts Institute of Technology

### **PERSONAL**

Age 59, married no children. Main extra curricula interest is renovating a French barn.

Languages - Fluent Bengali and Hindi. French - can get by.