LONDON
& PARTNERS

COMMERCIAL IN CONFIDENCE
LONDON & PARTNERS BOARD MEETING
Minutes
Tuesday 18th November 2025 | 09.00 – 12.00
London & Partners Office, 169 Union Street, SE1 0LL /online

Directors
Howard Dawber (HD) - Chair

Laura Citron (LC) - online

Amanda Dickens (AD) - online

Brian Bickell (BB)

Christopher Hayward (CH)

Dominic Field (DF)

Elizabeth Campbell (EC) - online

Eyal Malinger (EM) - online

Jane Boardman (JB)

Jo Wright (JW)

Kieran Rix (KR)

Manju Malhotra (MM)

Other attendees
Alex Conway (AC)

Rebecca Wong (RW)

Michelle Cuomo Boorer (MCB)

Rose Wangen-Jones (RWJ)

Vanesa Perez Sanchez (VPS)

Rebecca Parsons (RP) [Minutes]

Apologies
None

1. Welcome and apologies

1.1 DF opened the meeting as Chair and welcomed the Board members.

1.2 No apologies were noted and relevant Board members were introduced as joining online.

1.3 HD was noted as joining the meeting shortly.

2. Declaration of interest

2.1 No new declarations were required.

3. Minutes of the 16th September 2025 meeting

3.1 The minutes from 16th September 2025 were approved. **(APPROVAL RECORDED)**

4. Matters Arising

4.1 None.

5. Ownership & Corporate Structure

5.1 AC stepped out of the meeting for this item.
5.2 KR outlined the issue of ownership and independence of L&P as per the Ownership & Corporate Structure paper, that was taken as read.
5.3 Discussion was had around what any changes would mean for areas such as autonomy, staffing and bureaucracy.
5.4 CH flagged the need for a second opinion and legal advice, including for documentation such as articles and operational agreements.
5.5 The Board agreed for the need for an out-of-cycle Board meeting to consider further advice (**ACTION RECORDED**)

AC rejoined the meeting.

6. Chief Executive Officer's report

6.1 LC welcomed everyone and confirmed that she would take the Report as read.
6.2 Highlights included London Tech Week, IBTM and Slush, noting that this has been a particularly busy time. JC gave an overview of LTW.
6.3 JB raised the L&P corporate brand needs ramping up and asked if there could be a presentation on this at a future L&P Board meeting (**ACTION RECORDED**)

7. Finance Director's Report

7.1 RW presented the Finance Director's Report and this was taken as read.
7.2 RW updated on recruitment, September results and draft October results.
7.3 Commercial income and assets were discussed plus it was requested that at the next Board meeting the three year view was presented (**ACTION RECORDED**).
7.4 A question was raised around current and future income opportunities and JC talked through the main options.
7.5 RW gave a verbal office update.

BREAK

8. Commercial Committee

8.1 DF provided an update on the discussion that took place at the last Commercial Committee meeting
8.2 Ideas generation and increased resource for this was discussed, with JB offering to take offline a consultancy for business ideas.

9. Audit and Finance Committee

9.1 JW provided an update on the discussion that took place at the last Audit and Finance Committee meeting and thanked BB and AD.
9.2 Accounts are to be signed in late November/early December, with the front-end report to be shared soon.
9.3 In person training for the Board was raised as an idea, to cover cyber-security.
9.4 It was also suggested that a risk register be aligned to the executive summary so that we can see clearly what the focusses or priorities are.
9.5 MM requested a business plan for Grow OS, to include a plan and proposal.
9.6 A NED vacancy to include technical experience was also noted.

10. Markets Footprint

10.1 JC provided an update and review of the core markets and emerging markets.
10.2 After some discussion a Singapore office was agreed (**DECISION AGREED**)

11. Made Smarter

11.1 MCB and VPS presented on Made Smarter.

11.2 HD expressed interest in attending the Made Smarter Graduation event and suggested inviting London Assembly Members.

11.3 JB noted her work with the Fragrance Foundation and making an introduction to the Made Smarter team.

11.4 An approval was given to convene a graduation event for Made Smarter (**DECISION AGREED**)

12. Governance Update

12.1 KR provided a Governance update and approval was given for non-executive recruitment through nominations committee.

12.2 A request was given to circulate an analysis of the NEDs and analysis of diversity within the Board.

13. Any other business

13.1 No AOB was recorded.

14. Data Strategy Briefing

14.1 YD provided a quick update on data strategy with a note that she be called back to present with more time and cover; what the state of L&P data is, what our most valuable data sets are, training needed and a look at future user cases.

LC and HD thanked the Board and closed the meeting.

The meeting concluded at 12:00pm