



**Norman Blackwell (Lord Blackwell)**  
**Chairman**

---

Norman was appointed Chairman of Interserve in January 2006 having joined the Group as a non-executive director the previous September. He is the Senior Independent Director at Standard Life, a non-executive director at Ofcom and Halma, a board member of the Centre for Policy Studies and a non-executive commissioner of Postcomm.

A former partner of McKinsey & Company, Norman was Head of the Prime Minister's Policy Unit from 1995-1997 and was appointed a life peer in 1997. His past business roles have included Director of Group Development at NatWest Group, non-executive directorships at SEGRO and Dixons Group and board membership of the Office of Fair Trading. Norman, born in July 1952, chairs the Nomination Committee.