



Matheson & Co., Limited  
3 Lombard Street  
London EC3V 9AQ  
Tel 020 7816 8100 Fax 020 7623 5024

Derek A. Higgs Esq  
Non-Executive Directors Review  
Department of Trade & Industry  
Room 2142, 1 Victoria Street  
London SW1H 0ET

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Dear Mr. Higgs,

Thank you for your letter of 9<sup>th</sup> September. As the deadline for response was 6<sup>th</sup> September, it is probably too late for me to reply. I will therefore keep it short.

In my opinion, the most important qualities a non-executive director should have are the following:-

- a strong sense of the difference between right and wrong and a willingness to make his or her views felt
- judgement of character
- a clear understanding of the dynamics of a successful business in the area of activity of the company
- an acute sense of danger, including a knowledge both of specific industry pitfalls and of general methods of corporate misdemeanour
- a lively curiosity

The above qualities seem to me considerably more valuable than orthodox structures or attention to fashionable box-ticking.

Yours sincerely,

Rodney Leach