

Louise Hoste - FSA Board Member

Outlines the professional history of our Board Members and gives details of any business interests they may have in order to ensure transparency.

Louise Hoste is an experienced retail leader and non-executive director with over 35 years of experience spanning food, convenience, and general merchandise sectors. Throughout her career, she has combined hands-on commercial leadership with strong governance expertise, holding senior roles including Managing Director of SPAR UK and Executive Commercial Director at The Card Factory PLC.

As a board chair and committee leader, Louise has driven governance improvements, strategic transformation, and stakeholder engagement across diverse organisations. They have led initiatives to reshape commercial models, modernise governance frameworks, and foster inclusive boards that reflect member voices.

With deep experience in both multinational retailers like ASDA and Walmart, and family and member-owned businesses, Louise brings a broad perspective on retail strategy, operational delivery, and sustainability. Known for being an authentic, customer and data-driven leader who mentors talent and simplifies complex challenges.