

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. Louise has 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.

Personal Interests

Consultancies and/or direct employment:

- Advisor for 'Stuart', Europe's leading last-mile logistics platform, connecting businesses to a fleet of geolocalised independent couriers

Unpaid Roles:

- None

Fee-paid work:

- None

Shareholdings:

- Pension investment portfolio
- Shares in WALMART in the USA
- Small number of GSK and Hialeon shares

Clubs and other organisations:

- None

Other personal interests:

- None

Fellowships:

- None

Indirect support:

- None

Trusteeships:

- None

Land and property:

Financial investment within rental properties.

Other public appointments:

- None

Non-personal interests

- Husband holds shares in Walmart.