# Lord Gus O’Donnell

Lord Gus O'Donnell has extensive experience of learning and adapting within Government during crises. He served Prime Ministers Tony Blair, Gordon Brown and David Cameron as Cabinet Secretary and Head of Civil Service from 2005 to 2011. He stood down from this position at the end of 2011 and was appointed to the House of Lords in January 2012. He played a leading role in the preparations for the 2010 election, which eventually resulted in the formation of the UK's first coalition government since the Second World War. He was awarded the CB, KCB and GCB for his services to government. Prior to his role as Cabinet Secretary, Lord O'Donnell served as Permanent Secretary of the UK Treasury from 2002 -2005 and as Press Secretary to Prime Minister John Major from 1990-1994. From 1997-98, he was the UK Executive Director on the boards of the International Monetary Fund and the World Bank.

Lord O'Donnell spent most of his career with HM Treasury. In 1999 he was appointed Managing Director of Macroeconomic Policy and International Finance and was responsible for fiscal policy, international development, and European Union Economic and Monetary Union. During this period, he oversaw the production of the 'fve tests' analysis for whether the UK should join the Euro. He studied Economics at Warwick University and then Nuffield College, Oxford, before lecturing in political economy at the University of Glasgow. He has honorary doctorates from Warwick and Glasgow Universities.

# Sir Lawrence Freedman

Sir Lawrence Freedman has been asked by Government to look back events such as the entry into the Iraq War.

He is Emeritus Professor of War Studies, King's College London. He was Professor of War Studies from 1982 to 2014 and Vice-Principal from 2003 to 2013. He was educated at Whitley Bay Grammar School and the Universities of Manchester, York and Oxford. Before joining King's he held research appointments at Nuffield College Oxford, the International Institute for Strategic Studies and the Royal Institute of International Affairs. Elected a Fellow of the British Academy in 1995 and awarded the CBE (Commander of the British Empire) in 1996, he was appointed Official Historian of the Falklands Campaign in 1997. In 2003, he was awarded the KCMG (Knight Commander of St Michael and St George). In June 2009 he was appointed to serve as a member of the official inquiry into Britain and the 2003 Iraq War.

He has written on international history, strategic theory and nuclear weapons issues, as well as commenting on current security issues. Among his recent books are Strategy: A History (2013), the Future of War: A History (2017), Ukraine and the Art of Strategy (2019) and, with Jeff Michaels, the 4th edition of The Evolution of Nuclear Strategy (2019). He is currently working on a book on the Politics of Command.