**Appendix A**

**Biography of the speaker**

**Tricia Hayes** – Director General for Roads, Motoring and Devolution, Department for Transport (DfT)

1. Tricia Hayes was appointed Director General for Roads, Motoring and Devolution in the Department for Transport from April 2016.
2. Tricia first joined the Department for Transport in 1987, and her civil service career subsequently has focussed largely on transport policy, with roles covering almost all modes of transport, including rail, road, aviation and sustainable travel issues.
3. From 2013 to 2016 she was the UK’s Director of Aviation, responsible for all aspects of domestic and international aviation policy, including aviation security.
4. Tricia’s earlier roles included a three year spell on loan to the Foreign and Commonwealth Office to run the Transport desk in the British Embassy in Washington. She has also held posts in Ministerial Private Offices, and spent two years in Department for Environment, Food and Rural Affairs working with Jonathon Porritt setting up the multi-sectoral Sustainable Development Commission.
5. Tricia is originally from Northern Ireland, and is married with three children. She is a Fellow of the Chartered Institute of Highways and Transportation.