



# CMi

Global Leaders in Mentoring



Helping the best  
leaders become  
even better

## 2025

Chair Mentors International



Global Leaders in Mentoring

## Welcome to CMI

“It is a privilege as Chair of the Advisory Board and a Mentor to see first-hand the impact that CMI Mentors have in helping the best leaders become even more successful.

For more than 20 years CMI has been a world-leading mentoring partner for CEOs, CEO succession candidates and Exco members accelerating their performance and impact. Over the years clients have turned to us for our high-quality service, global presence and our breadth and depth which allows us to deliver a mentoring experience with global expertise.

We have an understanding of the unique challenges and opportunities that our clients face. Our global roster of Mentors spans more than 30 industry sectors and has supported 400+ leaders and over 120 global businesses in 22 countries.

Today’s leaders are required to be adaptable and focused, to anticipate risk and to continuously learn and develop. The expertise and experience of our Mentors has never been more valuable for Senior Executives providing insight and perspectives.”



Sir Roger Carr,  
Advisory Board Chair, CMI  
and Chair, Global Mentors Group

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Our sole mission is to help the best leaders become even better



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“The mentoring relationship is typically one of sounding board and trusted confidant. Personal chemistry is vital and relevant experience essential for the interaction to be both valuable and engaging. It is a two-way exchange where each benefits, both professionally and personally, from the conversation.”

Sir Roger Carr, Advisory Board Chair, CMI and Chair, Global Mentors Group

90+

distinguished international Mentors

## Global leaders in mentoring

CMI is the world's leading mentoring partner for CEOs, CEO succession candidates, CFOs, Senior Executives and Chairs, accelerating their performance and impact. Our breadth and depth of expertise allow us to deliver a mentoring experience that is unrivalled globally.

Stepping into a leadership role is fraught with risk, often requiring business leaders to confront a whole new set of experiences and decisions. Behaviours, leadership style and relationship skills become increasingly important, but senior leaders are often assumed to “know it all”, and exposing gaps in knowledge or judgement can feel like a weakness.

Confidential access to our seasoned and independent Mentors enables leaders to test ideas with a highly experienced and impartial adviser, who offers a fresh perspective and a valuable second opinion.

Each mentoring engagement is bespoke and tailored to the specific context of the Mentee and their business. It adapts to the individual's current needs and anticipated future opportunities. It is all about development in situ, which allows for maximum productivity in tandem with the individual's operational life.

CMI's mentoring is targeted at specific turning-points in a leader's career; for example, at the time of promotion from Executive Committee to Board. Leaders are invariably closely scrutinised by senior colleagues, and new leaders are required to make far-reaching business decisions that are often fraught with risk and complexity. The mentoring is a key risk-mitigation factor for these strategic appointments, as the counsel and guidance of an experienced Chair Mentor can make the difference between success and failure.

Our mentoring is directed towards 5 distinct groups:

- Chairs
- Chief Executive Officers
- CEO succession candidates
- Chief Financial Officers
- Senior Executives





## What makes us unique?

CMi provides business leaders with structured, personalised, and confidential mentoring, from an international roster of over 90 Chairs, with Board experience from 61 countries and a global presence across 19 nationalities.

With the largest global roster of pre-eminent Board Chairs and CEOs, CMi represents unmatched knowledge, experience, and insight across almost all industries and economies worldwide.

### Bespoke Engagements

Mentor selection is vital. Mentor background, geographical/sector experience and network are important; however, personal chemistry is the overriding factor for a successful and mutually rewarding relationship. Each mentoring engagement is carefully tailored to align with both the company's and the Mentee's defined goals. Each Mentor/Mentee relationship develops its own style, which is driven by the needs of the Mentee.

Confidentiality is paramount. Each engagement is governed by individual discussions stipulating what information can be shared between the Mentor(s) and the Mentee's company, developed with the Mentee's knowledge and agreement.

#### Mutual benefits:

- 1. Confidential relationship.**  
Clear rules of engagement ensure that both parties commit to total confidentiality. This emboldens Mentees to disclose without fear of repercussions and creates a safe space for close communication and a long-term collaboration.
- 2. Critical thinking.**  
Leaders are often required to make far-reaching business decisions charged with risk and complexity. Gaining the necessary wisdom in such situations contributes to smart assessment and better decision-making.

### Our record speaks for itself

- CMi has provided independent external mentoring for over 180 Chairs, CEOs and CFOs
- We have mentored leaders in over 120 global businesses
- Approximately 90 per cent of our Mentees are Executive Committee and/or Board members

# 400

CMi has mentored over 400 global leaders in the last 20 years

## CEO Mentoring

CEOs are under increasing pressure to deal with new and complex demands from a growing variety of stakeholders. They must routinely make decisions on matters they have never experienced before, all under the pressure of 24/7 public scrutiny. In such high-stakes situations, CEOs benefit from the sage counsel of highly experienced Mentors who have been there themselves.

The CEO tests ideas with a highly experienced and impartial confidant, providing a fresh perspective and valuable second opinion



CEO mentoring is focused specifically on two or three themes per session in order to drill deeply enough to yield meaningful substance in the exchange of views and experience. Such topics might include "Relationships with your Chair and Board members/owners" or "Developing your leadership team and successfully delegating so the burden doesn't rest solely on your shoulders".



Our Mentors offer timely, context-specific insight drawn from their own life experience. The choice of Mentor and the topics discussed are driven by the Mentee, affording an unparalleled level of personal support which is highly relevant to each CEO.

Having sat in the hot seat as the CEOs of large, global, complex organisations, our Mentors help CEOs to make better decisions, fulfil stakeholder expectations, avoid costly mistakes and become the best leader they can be.

CMi's Mentor roster includes former CEOs of some of the world's largest companies

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“The quality of the CMi mentoring conversations is unrivalled. The opportunity to exchange thoughts with people who have been there before is extremely valuable for me.”

Marco Alverà, CEO, TES



## CEO Succession

Overseeing the nurturing, retention and motivation of a small group of individuals, who feature predominantly in the CEO succession plan, is a Board-level responsibility.

This top tier of individuals – destined to be the leaders of the future, has to be stretched with increasingly demanding assignments to assess their suitability for expanded roles and main Board responsibilities.

The CEO succession mentoring programme enables internal candidates to anticipate how to manage behavioural, personal and social-interaction issues associated with being the CEO more effectively before taking up the role.

Our leading CEO succession mentoring programme provides structured, personalised and confidential sessions with accomplished Chairs/former CEOs who have significant and real-life experience of leading large, complex businesses. Having seen CEO succession processes from both sides of the table, our Mentors understand the challenges, pitfalls and pressures.

### Developing successful candidates

Developing strong internal CEO succession candidates who are ready for this new challenge is both the responsibility and the legacy of the Chair and the incumbent CEO. Mentoring complements a well-managed transition process by assisting each candidate to best prepare for the role of CEO and understand what it encompasses and involves. It also provides opportunities to solicit a confidential second opinion with a neutral, seasoned former CEO on key issues that are likely to be encountered in the new role.

The CEO succession mentoring process remains completely confidential throughout – this is absolutely essential in order to be fully effective. Once appointed, the new CEO continues the relationship with the Mentors during the early stages of their new tenure. When the CEO is established, they will often request a new Mentor to provide a different perspective.

# 150+

CEOs or CEO succession candidates mentored by CMi

Our CMi programme usually has two principal objectives – how to succeed in the current role, while also being prepared for the next

For the internal succession candidate, relationships with former peers and colleagues are transformed and the responsibility of company-wide decisions weighs heavily. This is a pivotal stage in a leader's career and can have a significant impact on the fortunes of the company and its share price.

## CFO Mentoring

The CFO plays a critical role in the organisation and the Boardroom. Representing the company internally, with shareholders, stakeholders and in the public eye, the role of the CFO is central. Few get sufficient formal preparation befitting a strategic partner to the CEO, leading the organisation.

Retaining objectivity and independence in the Boardroom, while being part of the management team, a CFO must balance analytical skills, strategic thinking and team leadership.

Understanding how to navigate this complex mix of expertise is best achieved with the help of an experienced Mentor who brings relevant experience, broad perspective and fresh thinking.

Mentoring for CFOs often encompasses dealing with:

- the Board on issues of strategy
- relationships with the CEO, the Executive team and Non-Executives
- interaction with investors, analysts and the media
- portfolio issues



# 180

CMi has provided independent external mentoring for over 180 Chairs, CEOs and CFOs

Many of our Mentors are former CFOs of large international companies, with listings across the globe





## Senior Executive Development

### Building the leaders of the future

CMI's bespoke Senior Executives mentoring programme is for those Senior Executives who must be retained, nurtured and invested in.

The Senior Executive is partnered with one or two of our Chair Mentors. An important Board responsibility is planning and overseeing the nurturing, retention and motivation of those individuals, who are running major functions and business units and may be future CEOs.

As Senior Executives take on their first major ExCo or Board roles, they are faced with life at the top of a complex, often highly regulated market, under the spotlight of a vast number of stakeholders.

To support this transition from operator to leader, each Senior Executive is partnered with experienced Mentors to develop them into effective enterprise-wide leaders.

Our CMI programme usually has two principal objectives – how to succeed in the current role, while also being prepared for the next

The personal development resulting from the CMI mentoring experience will be of considerable value both to the leader and the sponsoring company

## Chair Mentoring

A profoundly different and distinctive leadership challenge awaits those aspiring to chair a Board for the first time or step into a Non-Executive leadership role.

Top-level prior experience, gained in both Executive and Non-Executive roles, takes candidates or recently appointed Chairs only so far.

When helping others to become successful Chairs and Non-Executive Directors, each of our Mentors brings vast experience and a deep understanding to the Boardroom table. As counsel and “critical friends” to the CEO and the Board, they provide a highly valuable sounding board. They also share their expertise, their “tools of the job”, so you can address current or future issues with confidence.

Our Chairs have served on over 175 listed company Boards, across all sectors, in 61 different countries

Whether a candidate or nominee, the role of Chair involves embarking on a subtle transition from operator to influencer, from counsellor to consensus builder, and above all from talker to listener

### Reflections from a recently appointed Chair

“I anticipated before taking my first Chair appointment that the role and responsibilities of Chair are utterly different from those of a CEO, especially with no direct control of resources to make things happen. The need to perfect a different leadership style, while in theory being obvious, is in practice more testing. So, mentoring support from seasoned Chairs was extremely helpful.

Whether as a first-time Chair taking on a settled ‘steady-state’ Board, or a team that has to be reshaped, one needs help to play oneself in.

Working with experienced Chair Mentors was invaluable in three key respects in being able to:

- pick their brains on the ‘tools’ of the job (for example, preparing for and running a good AGM)
- brainstorm the issues that needed to be addressed
- discuss freely anxieties and uncertainties, drawing upon the Mentors’ experience of dealing with similar issues themselves, including the lessons they had learned from their own setbacks.”



“Mentoring accelerates leadership impact, in allowing the individual to be the very best they can, as soon as they can.”

Dame Vivienne Cox CBE, Victrex plc, Chair





## Executive Transition

### Strategic next role advice

CMI provides strategic and bespoke support for senior leaders at a transition point in their careers. We craft a bespoke panel from our roster of experienced Chairs and CEOs as advisers/discussion partners tailored to the executive's individual needs.

The panel will provide a trusted sounding board to ensure the Executive can reflect, reassess, explore and challenge ideas, to best plan the next phase of their leadership development, en route to securing a future role.

Each expert panel typically consists of three to six Mentors who are carefully selected based on relevant industry and geographical insights, to enable confidential one-off conversations and providing the Executive a unique opportunity to tap into their experience and international network.



“Honest mentoring is the best possible gift for CEOs.”  
Jean-Christophe Tellier, CEO, UCB SA, and CMI Mentee

## Our Clients

CMI has mentored over 400 global leaders in the last 20 years. Our current and past Mentees represent 26 nationalities from 6 continents.

- CMI has provided independent external mentoring for over 180 Chairs, CEOs and CFOs
- We have mentored leaders in over 120 global businesses
- Approximately 90 per cent of our Mentees are Executive Committee and/or Board members

### A word from our clients



Alison Rose

“CMI mentoring provides key executives with constructive challenge and a sounding board unlike any other, to test and debate real issues in a totally confidential way.”

**Dame Alison Rose, former CEO, NatWest Group plc**

“They say that history repeats, but throughout your career you are often faced with ‘firsts’. Having two very experienced Mentors has been invaluable for me when navigating unknown terrain from significant unplanned management changes while undergoing a CEO selection process, and starting up as a CEO. The mentoring process has provided me with important perspectives, and above all an inner calmness and clarity to do what I think is right.”

**Jakob Stausholm, CEO, Rio Tinto**



Marco Alverà



Jakob Stausholm

“The quality of the CMI mentoring conversations is unrivalled. The opportunity to exchange thoughts with people who have been there before is extremely valuable for me.”

**Marco Alverà, CEO, TES**

“I worked with two very experienced Mentors for a year before I became CEO. I sought their counsel and identified challenges privately and confidentially. I always knew the mentoring was beneficial, but it was only when I became CEO that I fully appreciated how invaluable the advice and guidance had been in preparing me for the new role. There are some things that you can learn only from people who have been there and done it.”

**C.S. Venkatakrisnan, Group CEO, Barclays plc**



C.S. Venkatakrisnan





## Our Mentors

Our unrivalled global roster of prestigious and proven business leaders has expertise across almost all business sectors and situations. Their collective experience offers broad and diverse perspectives on the challenges of leading large complex organisations.

CMi has a distinguished group of international Mentors, many of whom have run large global companies and know business leadership from all angles, as CEOs, Executive Committee members, Non-Executives and Chairs.

This holistic experience gives them broad and diverse perspectives on the challenges of leading large complex businesses.

- CMi's Mentors have served on Boards in 61 countries
- Our Mentors serve or have served as Chairs on 200 listed company Boards and 375 non-listed company Boards
- Collectively CMi's Mentors have held or are holding over 450 Executive and Non-Executive roles on listed company Boards
- Because our Mentor roster is extensive we can avoid any conflict of interest

# 90+

Chair Mentors of  
19 nationalities with  
Board experience from  
61 countries



## CMi MENTORS

### JEAN-PAUL AGON



#### Major Career Roles

- Chair and former CEO, L'Oréal
- Member, European Round Table of Industry (ERT)
- Co-Chair, France-China Committee
- Board member, French Institute of International Relations
- Chair, Society of Friends of the City of Paris Museum of Modern Art
- Board member, AFEP (Association Française des Entreprises Privées)

#### Industry Knowledge

Jean-Paul Agon has 25 years of senior-leadership experience attained from working as Chair and CEO of CAC 40, DJ EURO STOXX 50, FTSE4Good, ASPI Eurozone and Ethibel Excellence Sustainability Index companies. Jean-Paul's extensive career at L'Oréal has given him a unique multi-industry knowledge of beauty, consumer goods, energy, technologies and services for industry and health, making him truly invaluable.

Jean-Paul is Chair of L'Oréal (FR). He is a member of the European Round Table of Industry (ERT), Co-Chair of the France-China Committee, a Board member of the French Institute of International Relations (Ifri) and Chair of the Society of Friends of the City of Paris Museum of Modern Art.

Jean-Paul has spent his entire career at L'Oréal, where he has successively led several of its brands, countries and geographical regions. For 5 years, he created and oversaw the Asia Pacific region, which was the group's first foreign sales focus. He then led North America from 2001 to 2005.

#### Other Career Highlights

- Lead Independent Director, Air Liquide SA

In 2006, Jean-Paul was appointed CEO of L'Oréal and then Chair/CEO in 2011. He has been Chair of L'Oréal since May 2021.

Convinced that financial and non-financial performance are inextricably linked, Jean-Paul established a joint focus for the company that combined economic performance and the establishment of L'Oréal as exemplar in its environmental, social, ethical and societal areas.

For 15 years, he adapted the company by leading in-depth strategic transformations, notably in the digital and e-commerce spaces, which transformed L'Oréal into a digital-first company, as well as one of responsibility and sustainability. L'Oréal is now regularly recognised worldwide as a gold-standard leader in these areas. Jean-Paul also increased the presence and market leadership of L'Oréal in Asia, one of the world's most dynamic markets.

### CHARLES ALLEN LORD ALLEN OF KENSINGTON CBE



#### Major Career Roles

- Group Chair, Balfour Beatty plc
- Chair, THG plc
- Chair and Senior Non-Executive Director, Global Media and Entertainment Ltd
- Peer, UK House of Lords
- Chair, Granada plc
- CEO and COO, Granada Group
- CEO, ITV plc
- Chief Adviser, UK Home Office
- Non-Executive Director, London Organising Committee, Olympic Games
- Chair, Invictus Games

#### Industry Knowledge

Lord Charles Allen is a highly experienced Chair and former Executive, with over 35 years' senior-leadership experience in industries including hospitality, food production, media, retail, manufacturing, technology, leisure, gaming, B2B services, finance and infrastructure.

Lord Allen is Group Chair of Balfour Beatty plc, Chair of THG plc, Senior Non-Executive Director of Global Media & Entertainment which owns 7 of the largest radio stations in the UK, and Advisory Chair of Moelis & Co., a global independent investment bank. He is also a Peer of the UK House of Lords.

#### Other Career Highlights

- Joint Deputy Chair, Granada plc
- Chair, Manchester Commonwealth Games Ltd
- Chair, EMI Music Ltd
- Non-Executive Director, Tesco plc
- Non-Executive Director, Virgin Media plc
- Chair, Endemol BV
- Senior Adviser, Goldman Sachs Private Equity Group
- Chair, Boparan Holdings Ltd (2 Sisters Food Group)
- Chair, ISS AS
- Chair, ITV Breakfast Broadcasting Ltd

Previously, Lord Allen was Chair of Global Media & Entertainment, ISS Holding AS and 2 Sisters Food Group.

As a Senior Adviser to Goldman Sachs, he provided advice and support to the private-equity portfolio and to the banking business.

In 2003, Lord Allen was appointed CBE for services to the XVII Commonwealth Games. He was knighted in 2012 for services to the 2012 Olympics and Paralympics.

## CMi MENTORS

### THOMAS THUNE ANDERSEN



#### Major Career Roles

- Independent Chair, Ørsted AS
- Chair, Lloyd's Register Group Ltd and Lloyd's Register Foundation
- Senior Independent Non-Executive Director, IMI plc
- Chair, VKR Holding AS
- CEO, Maersk Olie & Gas AS
- Chair's Community, World Economic Forum

#### Industry Knowledge

Thomas Thune Andersen has a wealth of global experience as a Chair and Executive across multiple sectors, including engineering, maritime, critical infrastructure, energy sectors and manufacturing – specifically container-shipping, logistics, ports, shipowning and operation, oil-field services, traditional upstream E&P and high-end engineering.

Thomas is Chair at Lloyd's Register Group, Chair of VKR Holding AS, Independent Director of BW Group Ltd and Independent Non-Executive Director of IMI plc, where he is ESG responsible for employee engagement. He is Chair of Lloyd's Register Foundation one of UK's largest charities, and Independent Board member of Cadeler AS. He has also been appointed Non-Executive Director for Lambert Energy Advisory Ltd.

Thomas was previously Independent Chair of Ørsted AS, Non-Executive Director of SSE plc, Petrofac Ltd and BW Offshore Ltd, and Chair of DeepOcean Group Holding AS as well as an Independent Board member of Green Hydrogen Systems AS. In his executive career, he was a Partner at A.P. Møller – Mærsk AS and CEO and Partner at Maersk Olie & Gas AS.

#### Other Career Highlights

- Independent Director, BW Offshore Ltd
- Senior Independent Non-Executive Director, Petrofac Ltd
- Chair, DeepOcean Group Holding Ltd
- Non-Executive Director, SSE plc
- Various roles, Maersk Inc. & A.P. Møller – Mærsk AS
- Chair, British Chamber of Commerce in Denmark

A general focus over the past years has been business transformation, sustainability, and the global energy transition towards a carbon free future. Mr Andersen's present and past board experience grants him extensive experience with different ownership structures and governance models.

Thomas is also a member of Friends of Ocean Action Community/UNGC, and is a Commissioner of the Energy Transitions Commission. He is also a member of the Danish Committee for Good Corporate Governance.

Thomas was awarded the Danish Knight's Cross in 2018.

### NICK ANDERSON



#### Major Career Roles

- Group CEO, Spirax-Sarco Engineering plc
- Non-Executive Director, BAE Systems plc
- Non-Executive Director, Weir Group plc

#### Industry Knowledge

Nick Anderson has a wealth of international professional experience as a senior leader across the engineering and machinery, industrials, aerospace and security, and metals sectors, and 40 years of experience in general management, sales, marketing and logistics positions.

Nick is Independent Non-Executive Director at BAE Systems plc and Weir Group plc and Spectris plc. He was previously Group CEO of Spirax-Sarco Engineering plc for a period of 10 years.

#### Other Career Highlights

- President, John Crane Inc., Latin America
- Executive, Alcoa Aluminio SA
- Executive, Foseco Minsep plc

Prior to becoming the CEO, Nick joined Spirax-Sarco Engineering plc in 2011 as Director EMEA. Before this he was Vice President of John Crane Asia Pacific (part of Smiths Group plc), based in Singapore, and President of John Crane Latin America, based in the US. Previously, he held senior positions with Alcoa Aluminio in Argentina and Brazil, starting his career with the Foseco Minsep Group plc in Brazil.

Nick is a Civil Engineer with an Advanced Management Program from Harvard Business School and an MBA from the CEAG-FGV (Brazil).



## CMi MENTORS

### SIMON ARORA



#### Major Career Roles

- CEO, B&M

#### Industry Knowledge

Simon Arora has a proven track record as an entrepreneur having built and successfully exited 2 businesses, as well as 8 years experience as CEO of a listed business, B&M European Value Retail, which under his leadership grew into an established constituent of the FTSE-100.

Following a Law Degree at Cambridge University, Simon worked for McKinsey & Co, 3i plc and Barclays Bank. At the age of 26, he co-founded a business called Orient Sourcing Services Ltd – an importer and wholesale distributor of Homewares and Home Furnishings, supplying large retailers such as Tesco and B&Q through to a large number of independent retailers. Following a successful trade exit 5 years later, in 2005 he acquired a struggling 21-store chain of discount stores called B&M for the sum of £525,000. Simon led the IPO of the business in 2014 at a market capitalisation of £2.7 billion. By the time of the announcement in April 2022 of stepping away from the Group, the market capitalisation of B&M had grown to c.£6 billion.

#### Other Career Highlights

- Chapter Chair of Young Presidents Association
- Chair of the Manchester-India Partnership

Simon's experience is highly relevant to multi-site business leaders executing organic roll-out as well as acquisition through M&A activity both in the UK and internationally. For some 4 years of his tenure at B&M, he also enjoyed a mutually successful partnership with the Private Equity firm Clayton, Dubilier & Rice who acquired half of the business' shareholding 2 years prior to its IPO.

Simon is a member and former Chapter Chair of Young Presidents Association, a global network of chief executives. He is also currently Chair of the Manchester-India Partnership. Simon currently manages his Family Office, which has a broad range of investments, most notably in a sizeable UK real estate portfolio.

### DOUG BAKER



#### Major Career Roles

- Chair/CEO, Ecolab Inc.
- Lead Independent Director, Target Corp.
- Independent Director, Merck & Co. Inc.
- Board of Trustees, Mayo Clinic
- Co-Founder, E2SG Partners

#### Industry Knowledge

Doug Baker has a wealth of professional experience as Chair and CEO within the food and beverage, industrial and life-sciences sectors.

Doug is Lead Independent Director at Target Corp and Chair of its Governance and Sustainability Committee. He is also an Independent Director at Merck & Co. Inc. and on the Mayo Clinic Board of Trustees. He is Co-Founder of E2SG Partners, a private-equity partnership for renewable-energy investment.

While at Ecolab, Doug held a number of marketing and general management roles in the US and Europe before becoming President/CEO in 2004. In 2006, he was appointed Chair. Under his leadership, Ecolab became the global leader in water, hygiene and infection-prevention solutions.

#### Other Career Highlights

- Independent Director, US Bancorp
- Various roles, Procter & Gamble Co.

Doug has been recognised for his leadership and commitment to responsible business. He was named Responsible CEO of the Year by CR Magazine in 2014, was awarded the University of Notre Dame Hesburgh Award for Ethical and Socially Responsible Business Practices in 2016 and received the 2018 Deming Cup for Operational Excellence from Columbia University. In 2019, he ranked 38th on Harvard Business Review's list of the world's best-performing CEOs.

## CMi MENTORS

### VINDI BANGA



#### Major Career Roles

- Chair, UK Government Investments
- Senior Independent Non-Executive Director, Haleon plc
- President and ExCo member, Unilever plc
- Partner, Clayton, Dubillier & Rice LLC
- Senior Independent Director, GSK plc
- Senior Independent Director, Marks & Spencer plc
- Chair, Marie Curie

#### Industry Knowledge

Vindi Banga has a wealth of professional experience in Chair, CEO and Board roles in the B2C and B2B – in FMCG, ESG, retail, manufacturing, services in public markets and private equity, government, and not-for-profit sectors. He has many years of commercial and international experience, and a track record of delivering outstanding performance in highly competitive global consumer-focused businesses.

Vindi is Chair of UKGI (UK Government Investments), the governance and corporate finance arm of the UK Government. He is the Senior Independent Non-Executive Director of GSK spin-off Haleon plc, and a Non-Executive Director of the Economist Group. A Partner at Clayton Dubilier & Rice LLC, the global private-equity firm, he is also on the Board of their company Morrisons, and on the Board of Kedaara Capital Advisors LLP, their private-equity partner in India. He is an International Advisory Board member of Hakluyt & Co.

#### Other Career Highlights

- Chair, Exco Diversey
- Chair, Mauser Holding GmbH
- Chair, Kalle GmbH
- Non-Executive Director, Thomson Reuters Ltd
- Director, B&M Retail plc
- Director, HRB Brands LLC
- Independent Director, Maruti Suzuki India Ltd
- Member, Prime Minister's Council on Trade & Industry
- Non-Executive Director, Confederation of British Industry
- Trustee, Thomson Reuters Foundation
- Council member, Saïd Business School, University of Oxford
- Director, Morrisons
- Non-Executive Director, The Economist

Prior to this, Vindi spent 30 years with Unilever plc and became President Global Foods, Home and Personal Care, and a member of the Unilever Executive Board. While at Unilever, Vindi led ESG, and currently leads this at his private-equity firm, Clayton Dubilier & Rice LLC. He has been Senior Independent Director of GSK plc and M&S plc and was on the Board of Thompson Reuters and Maruti (Suzuki).

Vindi is also Chair of the palliative-care charity Marie Curie. He is on the Governing Board of the Indian School of Business, Hyderabad, and the Global Leadership Council of the Saïd Business School, University of Oxford, and was on the Board of Governors of the Indian Institute of Management (IIM).

Vindi is a Director of the Board of the International Chamber of Commerce (UK). He has been a Non-Executive Director of the Confederation of British Industry (CBI). He was a member of the UK India CEO Forum and the Prime Minister of India's Council of Trade & Industry from 2004 to 2014.

### DOMINIC BARTON



#### Major Career Roles

- Chair, Rio Tinto plc
- Global Managing Partner, McKinsey & Company
- Chair, LeapFrog Investments
- Senior Adviser and Partner, Radical Ventures
- Chair, Teck Resources
- Ambassador of Canada to the People's Republic of China

#### Industry Knowledge

Dominic Barton is Chair of Rio Tinto plc and Chair of LeapFrog Investments, an impact-investment firm focused on emerging markets. He is also a Senior Adviser and Partner at Radical Ventures, a leading AI investment firm. He is also an Advisory Board member of the Olayan Group, a private family-owned company.

Previously he served as Global Managing Partner at McKinsey & Company for three terms from 2009 to 2018.

Dominic has also served as the Ambassador of Canada to the People's Republic of China in 2021, appointed by the Right Honourable Prime Minister Justin Trudeau in 2019. He has been the Chair of Teck Resources and as a Non-Executive Director at the Singtel Group (Singapore) and Investor AB (Sweden). He was also an Advisory Board member of The Olayan Group, a private family-owned company. He recently concluded his tenure as the Chancellor of the University of Waterloo, and was Chair of the International Advisory Council at Standard Chartered plc. He was the Chair of the Canadian Minister of Finance's Advisory Council on Economic Growth and was Chair of the Seoul International Business Advisory Council.

#### Other Career Highlights

- Non-Executive Director, Singtel Group (Singapore)
- Non-Executive Director, Investor AB (Sweden)
- Advisory Board member, The Olayan Group
- Chancellor, University of Waterloo
- Chair, International Advisory Council, Standard Chartered plc

He was a Senior Trustee of the Brookings Institution, a member of the Singapore Economic Development Board's International Advisory Council, and a member of the Boards of Memorial Sloan Kettering in New York City and the Asia Pacific Foundation of Canada.

He is one of the founders of FCLT Global (Focusing Capital on the Long Term), has co-authored four books, including Talent Wins, published in 2018 and is also an Adjunct Professor at Tsinghua University, Beijing. He is the recipient of eight honorary doctorates from the University of Toronto, the University of British Columbia and the University of Edinburgh, among others.

He graduated from the University of British Columbia with a BA Honours in Economics and has a M.Phil in Economics from Oxford University, where he studied as a Rhodes Scholar.



## CMi MENTORS

### SARAH BATES



#### Major Career Roles

- Chair, St James's Place plc
- Chair, Polar Capital Technology Trust plc
- Chair, John Lewis Partnership Pensions Trust Ltd
- Chair, JP Morgan American Investment Trust plc
- Chair, Merian Global Investors Investment
- Chair, Association of Investment Companies
- Senior Independent Non-Executive Director, Worldwide Healthcare Trust plc
- Senior Independent Director, Alliance Trust plc
- Joint Chief Investment Officer and Divisional CEO, Invesco UK

#### Industry Knowledge

Sarah Bates has over 40 years of experience in the investment and wealth management, pensions and charity sectors.

Sarah is Senior Independent Non-Executive Director of Alliance Trust plc. She is also Chair of Universities Superannuation Scheme Investment Management and Chair of the BBC Pensions Investment Ltd and an Independent Investment Committee member of the BBC Pension Fund. She is also a Senior Adviser to Lansons PR.

Previously, Sarah was Chair of St James's Place plc and the John Lewis Partnership Pension Fund, and Senior Independent Non-Executive Director of World Healthcare Trust plc. She has also been Chair of Polar Capital Technology Trust plc, of Merian Global Investors (taken over by Jupiter Asset Management), the Association of Investment Companies and of 6 other organisations, including charities, a pension fund and investment companies.

#### Other Career Highlights

- Chair, Baillie Gifford China Growth Trust plc (when it was Witan Pacific Investment Trust)
- Adviser, Royal College of Surgeons of England (RCSE)
- Chair, Investment Committee of the CRC (UK) Pension Fund
- Chair, Stena UK Pension Scheme
- Non-Executive Director and Audit Committee Chair, New India Investment Company
- Senior Independent Director and Audit Committee Chair, U and I Group plc
- Member, UK Takeover Panel
- Chair, USSIM Ltd

In the charity world, Sarah has previously been Chair of the Kings Corner Project (a small youth charity), a Trustee of the Liver Group Charity, Chair of the Investment Panel at St Joseph's Hospice and a lay adviser to the Royal College of Surgeons Investment Committee.

Sarah started her career as a retail analyst, then became a fund manager at Invesco and worked her way up to the position of Joint Chief Investment Officer and CEO of Invesco's institutional business in the UK. She was also one of the co-founders of the Diversity Project, and set up the Diversity Project Charity, of which she was Chair.

### SIR PETER BAZALGETTE



#### Major Career Roles

- Chair, ITV plc
- Senior Independent Non-Executive Director, YouGov plc
- Director, UK Research and Innovation (UKRI)
- Non-Executive Director, UK Department for Digital, Culture, Media and Sport
- Senior Independent Non-Executive Director, Saga plc
- Adviser, Endemol Group BV and Chair, Endemol UK plc
- Chair, Arts Council England

#### Industry Knowledge

Sir Peter Bazalgette has over 40 years of experience in the creative industries and multi-industry knowledge in broadcasting, television, advertising, media, digital media and venture capital. He has a strong track record of successfully managing creative businesses allied with deep commercial skills.

Sir Peter is Senior Independent Non-Executive Director of Saga plc and Chair of Lovecrafts Group Ltd, a venture-backed e-commerce company. He is a Non-Executive Director of the UK Department of Education and a Board member of Creative UK. He was previously Chair of the Royal College of Art.

Sir Peter is also Chair of the Baillie Gifford Prize for Non-fiction (the Samuel Johnson Prize prior to 2015) and a Council member of Fitzwilliam College, University of Cambridge.

#### Other Career Highlights

- Advisory Board member, Bartle Bogle Hegarty Ltd
- President, Royal Television Society
- Chair, English National Opera
- Chair, UK Holocaust Memorial Foundation
- Deputy Chair, UK National Film and Television School
- Chair, Sony Pictures Television Production UK Ltd
- Non-Executive Director, Channel Four Television Corp. Ltd

For 20 years, Sir Peter has been an investor in digital businesses, including the global online market researcher, YouGov, where he was on the Board for 10 years.

He wrote a review of the UK Creative Industries which became part of the government's industrial-growth strategy, and while at Endemol he created hit TV formats which were exploited internationally (the basis of his 2005 book, "Billion Dollar Game").

Sir Peter's 2017 book, "The Empathy Instinct", explores why people do and do not get on and contains insights about how to handle colleagues and Boards.

Sir Peter was knighted in 2012 for his services to broadcasting. In 2023, he was awarded the Sunday Times's FTSE All-Share Non-Executive of the Year.

## CMi MENTORS

### WENDY BECKER



#### Major Career Roles

- Independent Chair, Logitech International SA
- Independent Outside Director, GSK plc
- Independent Outside Director, Sony Group Corp.
- CEO, Jack Wills Ltd
- Group Chief Marketing Officer, Vodafone plc
- Trustee, University of Oxford
- Partner, McKinsey & Co.
- Independent Non-Executive Director, GlaxoSmithKline plc

#### Industry Knowledge

Wendy Becker is a highly experienced leader with a wealth of expertise spanning the consumer goods, fashion, technology, health care, telecommunications and consulting sectors. Wendy currently serves as Independent Chair of Logitech International, Independent Vice Chair of Sony Group Corp and she is a Non-Executive Director of GlaxoSmithKline plc and Oxford University Press. Wendy is also a Trustee of the University of Oxford. Wendy's distinguished career began in brand management at Procter & Gamble, followed by 15 years at McKinsey, where she became a partner and led the Consumer and Retail practice across Europe. She then transitioned to Vodafone, serving as Group Chief Marketing Officer, before being appointed COO and subsequently CEO of fashion retailer Jack Wills.

#### Other Career Highlights

- Senior Independent Director, Oxford Nanopore Technologies plc
- Non-Executive Director, Great Portland Estates plc
- Non-Executive Director, NHS England
- Non-Executive Director, Whitbread plc
- Non-Executive Director, Ocado Group plc
- Director, John Sloan Dickey Center for International Understanding, Dartmouth College
- Trustee, Prince's Trust
- Chair, British Heart Foundation
- Trustee, English National Ballet
- Deputy Chair, Cancer Research UK
- Managing Director, Talktalk Telecom Ltd

Wendy has previously been Senior Independent Non-Executive Director of companies such as Whitbread plc, Ocado plc, Great Portland Estates plc and Oxford Nanopore Technologies plc. Her vast experience across industries and her global perspective make her a respected figure in both the corporate and academic worlds. She has also contributed significantly to the charity sector as a leader within the Cancer Research UK, Prince's Trust, Design Museum, and British Heart Foundation boards.

### DANIEL BERNARD



#### Major Career Roles

- Chair and former CEO, Carrefour SA
- Director, Saint Gobain SpA
- Director, ESAS Holding AS (Turkey)
- President, Provestis
- Senior Adviser, TowerBrook Capital Partners LP
- Chair, Kaporal Collections

#### Industry Knowledge

Daniel Bernard has a vast wealth of experience from Chair positions held in CAC 40, CAC All-Tradeable, Euronext 100, FTSE 100 and SBF 120 public companies. This experience is combined with his 39 years of international senior-leadership experience and multi-industry knowledge of the consumer goods sector and its digital transformation, software and computer services, general retailers, automotive, and private equity.

Daniel is the former Chair and CEO of Carrefour SA, where during his tenure it became the second biggest retailer in the world after Walmart Inc., and is President of Provestis, his own investment company, and a Senior Adviser to the private-equity firm TowerBrook Capital Partners LP. He was also previously Vice Chair of Capgemini SE and Chair of Kingfisher plc.

#### Other Career Highlights

- Vice Chair, Capgemini SE
- Chair, Kingfisher plc
- Permanent Representative, Peugeot SA
- Chair, Majid Al Futtaim Retail Group
- Independent Director, Alcatel-Lucent

Professional experience includes positions in the consumer-goods industry at, among others, Metro International where Daniel was Chief Operating Officer, Chair of the Majid Al Futtaim Retail Group, as a representative on the Board of Peugeot SA, an Independent Non-Executive Director on the Board of Saint-Gobain SpA and of Alcatel Lucent SA.

Daniel has considerable experience in the management of leading international companies where he has held top positions, including Carrefour, where he made them a global competitor against the giant that is Walmart. He has expertise in corporate governance, gained through major corporate governance responsibilities in leading listed companies in France and the UK.

He was also a Director of ESAS Holdings AS (Turkey) and is currently a Board member of HEC Paris and Talan SAS, and Head of Governance Committee and Honorary Chair of the HEC Foundation.



## CMi MENTORS

### DICK BOER



#### Major Career Roles

- President/CEO, Ahold Delhaize
- President/CEO, Royal Ahold
- President/CEO, Albert Heijn BV
- Deputy Chair and Non-Executive Director, SHV Holdings NV

#### Industry Knowledge

Dick Boer has almost 40 years of business leadership experience that extends across retailing, customer service, and more recently into the realms of e-commerce and digital strategies. His deep understanding of brands and consumers is backed by extensive retail knowledge of both the US and European markets, acquired during his tenure at Ahold, and further streamlined during his time as CEO.

Dick spearheaded Ahold's evolution into an Omnichannel retail company and oversaw the successful acquisition of Delhaize in 2016, catapulting the company to global prominence as one of the largest food retailers. His tenure as CEO of Ahold Delhaize (2011-2018) was marked by a commitment to sustainability and purpose-driven leadership, exemplified by his co-chairmanship of The Consumer Goods Forum, a global association for retailers and CPG companies.

#### Other Career Highlights

- Deputy Chair/Senior Independent Non-Executive, Shell
- Supervisory Board Chair, Just Eat Takeaway
- Non-Executive Director, Nestlé
- Chair, Royal Concert Hall, Amsterdam
- Chair, Rijksmuseum Fund, Amsterdam
- Senior Adviser, McKinsey
- Board member, SHV Holdings NV

Currently, Dick is Deputy Chair and Senior Independent Non-Executive Director at Shell; Deputy Chair and Non-Executive Director at SHV Holdings; Non-Executive Director of Nestlé; Chair of the Supervisory Board of Just Eat Takeaway; and Chair of the Advisory Board of the employer's confederation VNO/NCW. He also serves as Chair of the Royal Concert Hall in Amsterdam and the Rijksmuseum Fund.

Dick joined Ahold in 1998 as CEO of Ahold Czech Republic and was appointed President and CEO of Albert Heijn in 2000, subsequently overseeing Ahold's Dutch businesses from 2003 onwards. Dick served on the Executive Board of Ahold from 2006 to 2011 and held the position of Chief Operating Officer of Ahold Europe. Before joining Ahold, Dick spent over 17 years in various retail and B2B roles for SHV Holdings N.V. in the Netherlands and abroad, and for Unigro N.V, accruing valuable B2B experience through his handling of European markets.

### SIR PETER BONFIELD CBE FRENG



#### Major Career Roles

- Founding Chair, NXP Semiconductors NV
- CEO, BT plc
- Chair/CEO, ICL plc
- Independent Director and Audit Committee Chair, TSMC
- Independent Director, Sony Group Corp.
- Senior Independent Director, AstraZeneca plc
- Independent Director, Ericsson

#### Industry Knowledge

Sir Peter Bonfield has more than 50 years' experience in the international technology sector, leading businesses in the fields of electronics, computers and communications. His career started at Texas Instruments in the US. He has served on the Boards of some of the largest international technology companies, including Sony, TSMC, BT, ICL and Ericsson, and has extensive experience working with private equity and the semiconductor sector. Change management in international technology companies characterises his work.

Sir Peter is an Independent Director and Audit Committee Chair of Taiwan Semiconductor Manufacturing Co. Ltd and a Non-Executive Director of Imagination Technologies Group Ltd. He is also on the Advisory Board of Longreach LLP in Hong Kong and Senior Adviser to Alix Partners in the UK. Previously, Sir Peter was Founding Chair of NXP Semiconductors NV, a world leader in automotive semi-conductors and Non-Executive Director of Darktrace plc.

His career has included serving as Chair of software group GlobalLogic Inc., based in Silicon Valley.

#### Other Career Highlights

- Chair, GlobalLogic Inc.
- Advisory Board member, Mentor Graphics
- Advisory Board member, Citibank International Ltd
- Chair of Council and Senior Pro Chancellor, Loughborough University
- Non-Executive Director, Darktrace plc
- Member, EU-Japan Business Round Table
- Member, European Round Table Steering Group
- Deputy Chair, Fujitsu Services
- Deputy CEO, Standard Telephones & Cables Ltd
- Independent Non-Executive Director, UK Ministry of Justice and UK Department for Constitutional Affairs
- Director, BICC plc

He was on the Board of Mentor Graphics in the US, Ericsson in Sweden, Senior Independent Director of AstraZeneca, Vice President of the British Quality Foundation, Non-Executive Director of Dubai International Capital LLC, Actis Capital LLP, member of the Citigroup International Advisory Board, Adviser to Apax Partners LLP and Senior Adviser to Rothschild, G3 Good Governance Group and the Hampton Group. He is also a former Board member of the UK Department for Constitutional Affairs and the Ministry of Justice. In total, he has been a Board member of 12 publicly listed companies around the world.

Sir Peter was named a Commander of the Order of the British Empire in 1988, and subsequently knighted in 1996. In 1995 he was awarded the Mountbatten Medal for his extended contribution to the promotion of electronics or information technology and their application. Recently, he has been honoured with Dutch Royal Appointment as Commander of the Order of Orange-Nassau.

## CMi MENTORS

### DR SVEIN RICHARD BRANDTZÆG



#### Major Career Roles

- CEO, Norsk Hydro ASA
- Chair, Veidekke ASA
- Chair, Sapa AS
- Vice Chair, DNB Bank ASA
- Chair, Dormakaba Holding AG
- Vice Chair, Swiss Steel Holdings

#### Industry Knowledge

Dr Svein Richard Brandtzaeg has significant Chair and executive experience across the metals and minerals, financial services, chemicals, construction, diversified industrials and technology sectors.

Svein Richard is Chair at Dormakaba Holding and a Non-Executive Director at Mondi plc.

He is also Chair of the Council of Ethics for the Norwegian Government Pension Fund Global (the Norwegian Wealth Fund).

Svein Richard was (2009 to 2019) the CEO of global aluminium company Norsk Hydro ASA and member of the International Council of Metals and Mining (ICMM). Previously he was Chair of global aluminium extrusion company Sapa, Chair of Veidekke ASA, Vice Chair of DNB Bank ASA, Vice Chair at Swiss Steel Holdings AG and Board member of SLC Sibelco SA.

#### Other Career Highlights

- Board member, Eramet Norway AS
- Chair, Norwegian University of Science and Technology
- Chair, International Aluminium Institute
- Board member, SCR Sibelco SA

Svein Richard's 33-year career at Hydro revolved around R&D, technology development, innovation, strategic acquisitions and operational improvements, restructuring, with numerous leadership positions throughout the company and across the globe.

He was a member of the European Round Table for Industry (ERT) between 2009 and 2019, where he led the energy and climate group. In 2019 and 2020, he was a member of a government committee for new ethical guidelines for the Norwegian Government Pension Fund Global and chaired a government committee for business development. Svein Richard was the Norwegian Representative in the Bilderberg Meetings Steering Committee between 2011 and 2019.

### GUNNAR BROCK



#### Major Career Roles

- Chair, Stena AB
- Chair, Neptunia Invest AB
- Independent Director, ABB Ltd
- Board member, Patricia Industries AB
- Independent Director, Investor AB
- President/CEO, Atlas Copco
- President/CEO, Tetra Pak
- President/CEO, Alfa Laval
- President/CEO, Thule

#### Industry Knowledge

Gunnar Brock has a vast wealth of knowledge and experience from various Chair and CEO positions held in oil and gas, diversified industrials, engineering/capital goods, MedTech, consumer goods and private-equity companies. He has over 30 years of senior-leadership experience working in large multinational companies.

Gunnar is Chair of Stena AB and Chair of Neptunia Invest AB. He also serves a Board member at Patricia Industries AB and an Independent Director at Investor AB. Previously, he served as an Independent Director at ABB Ltd, and President and CEO of Alfa Laval, Tetra Pak, Thule, and Atlas Copco.

#### Other Career Highlights

- Chair, Mölnlycke healthcare AB
- Chair, Stora Enso OYJ
- Independent Director, Total Energies SE
- Independent Director, Lego AS
- Independent Director, Syngenta AG

Gunnar's experience from years of being at the top of the field across many different types of sectors and industries has given him a vast wealth of experience and insight that is unrivalled. He spent 23 years living abroad in 5 different countries before returning to Sweden.

From the various CEO roles he has held, to the Chair positions he currently holds, Gunnar's knowledge of running and managing large-scale businesses is unparalleled in the private and public sectors. This makes him one of the most sought-after Chairs and Board members globally, with over 30 years of international senior-leadership experience.



## CMi MENTORS

### THOMAS BUBERL



#### Major Career Roles

- CEO, AXA
- Independent Director, IBM Corp.
- Supervisory Board member, Bertelsmann Verwaltungsgesellschaft
- Trustee, World Economic Forum

#### Industry Knowledge

Thomas Buberl has over 20 years of international senior-leadership experience as CEO and Chair, with deep industry knowledge within insurance as well as other sectors including technology, software and media.

Thomas has been CEO and Director of AXA since 2016. The renewal of his mandate for a further 4 years was approved by the Group's shareholders' meeting in 2022. He is an Independent Director for IBM Corp., a member of the Supervisory Board of Bertelsmann Verwaltungsgesellschaft, and a Trustee of the World Economic Forum. Thomas is also Venture Partner at Redalpine Venture Partners AG.

Thomas began his career as a consultant at the Boston Consulting Group for the banking and insurance sector and joined the Winterthur Group in 2005 (acquired by AXA in 2006), first as COO and then as Chief Marketing and Distribution Officer. He moved to Zurich Insurance Group in 2008 as CEO for Switzerland.

#### Other Career Highlights

- COO and CMDO, Winterthur Group
- CEO, Zurich Insurance Group Switzerland
- CEO, AXA Vericherung (Germany)
- CEO, AXA Konzern AG
- Consultant, Boston Consulting Group

At the beginning of 2012, Thomas was appointed CEO of AXA Germany and member of the AXA Executive Committee. In 2015, he also joined the AXA Management Committee and became CEO of the global health business line and, in 2016, of the global life and savings business line.

A German, Swiss and French citizen, Thomas was born in 1973. He was named Knight of the French Legion of Honour in 2019.

Thomas holds a Master of Economics degree from WHU Koblenz (Germany), an MBA from Lancaster University (UK) and a Ph.D. in Economics from the University of St Gallen (Switzerland).

### TON BÜCHNER



#### Major Career Roles

- Chair/CEO, AkzoNobel NV
- CEO, Sulzer AF
- Chair, Swiss Prime Site AG
- Independent Director, Novartis AG
- Chair, Burckhardt Compression

#### Industry Knowledge

Ton Büchner has significant international senior-leadership experience across sectors including capital goods and services, speciality chemicals, healthcare and oil and gas, with applied experience in digital transformations, sustainability and artificial-intelligence sectors.

Ton is the Chair of Swiss Prime Site AG and Burckhardt Compression Holdings AG. He is an Independent Director at Novartis AG, where he is also Risk Committee Chair, and a member of the Audit Committee. He is also an Adviser to Ammega and a member of the Executive Faculty, University of St Gallen, Executive School of Management.

Ton spent 10 years in CEO roles within two global companies, quoted on two different stock exchanges, in two countries, with two jurisdictions and corporate governance structures (Switzerland and the Netherlands).

#### Other Career Highlights

- Board member, Voith GmbH & Co. KGaA
- Project Manager, RJ Brown and Associates Inc. and Allseas Engineering BV
- Adviser, Partners Group for Ammega

Ton was CEO and Chair of AkzoNobel NV in the Netherlands from 2012 to 2017, where he realigned the portfolio, operationally improved the corporation, completed several acquisitions and implemented organisational, people, culture and process changes. Prior to joining AkzoNobel, he was the CEO of Sulzer in Switzerland from 2007 to 2011, where he organically grew the corporation, and also completed and integrated 16 acquisitions. Ton began his professional career in the oil and gas industry as an offshore construction engineer.

Ton has extensive and broad global general-management experience obtained in the areas of vision, mission, purpose and strategy development, strategy execution, mergers and acquisitions, integration of acquisitions, divisional management, project management, front-end sales assignments and hands-on restructuring.

## CMi MENTORS

### PAUL BULCKE



#### Major Career Roles

- Chair, Nestlé SA
- Vice Chair, L'Oréal (FR)
- Chair, World Economic Forum's Community of Chairpersons (WEF)
- Board of Trustees, Avenir Suisse
- International Council member, JP Morgan
- Co-Chair, 2030 Water Resources Group

#### Industry Knowledge

Paul Bulcke is an experienced Chair and CEO for companies listed on the SMI and STOXX Europe 50 and private-sector companies. He has over 20 years of international senior-leadership experience across multiple industries including consumer goods, food, beverages and hygiene/beauty care.

Paul is Chair of Nestlé SA. He is Vice Chair of L'Oréal (FR), Chair of the World Economic Forum's Community of Chairpersons (WEF), a member of the European Round Table for Industry (ERT), on the Board of Trustees of Avenir Suisse and JP Morgan International Council, as well as Co-Chair of the 2030 Water Resources Group. He was previously a Board member of Roche Holding AG.

#### Other Career Highlights

- Board member, Roche Holding AG
- Member, European Round Table for Industry (ERT)

Professional experience includes positions in the food, beverage and hygiene/beauty care industries at Nestlé. Paul has years of senior-leadership experience, including responsibility for Zone Americas (US, Canada, Latin America and Caribbean), where he played a decisive role in transforming this region into the group's largest and most profitable territory. In 2008 he was appointed CEO of Nestlé SA, and in 2017 he handed over the office of CEO and was elected Chair of the Board of Nestlé SA.

### SIR ROGER CARR



#### Major Career Roles

- Chair, BAE Systems plc
- Chair, Centrica plc
- Chair, Cadbury plc
- CEO, Williams plc

#### Industry Knowledge

Sir Roger Carr has extensive Boardroom experience in industry, banking and the arts, and is one of the most sought-after Non-Executive Directors and Chairs in the City. His Boardroom experience from the 1990s onwards has included sectors as diverse as defence, utilities, hospitality, consumer goods and security.

Sir Roger is a Senior Adviser to Kohlberg Kravis and Roberts & Co. LP, including Chair of Upfield and a member of the Board of Wella. He is also a Visiting Fellow of the Saïd Business School, University of Oxford.

#### Other Career Highlights

- Vice Chair, BBC Trust
- Deputy Chair and Senior Independent Non-Executive Director, Court of the Bank of England
- President, Confederation of British Industry
- Chair, Chubb plc
- Chair, Mitchells & Butlers plc
- Chair, Thames Water plc
- Senior Adviser, Kohlberg Kravis Roberts & Co LP.
- Chair, Upfield
- Board member, Wella
- Chair, English National Ballet

He was previously Chair of BAE Systems, Centrica plc, Vice Chair of the BBC Trust, Deputy Chair and Senior Independent Non-Executive Director of the Court of the Bank of England, President of the Confederation of British Industry, Vice President of the Royal Navy and Royal Marines Charity, Chair of Cadbury plc, Chair of Chubb plc, Chair of Mitchells & Butlers plc, Chair of Thames Water plc, Chair of the English National Ballet, and CEO of Williams plc.

Sir Roger is a Fellow of the Royal Society for the Encouragement of the Arts, Manufacturers and Commerce, an Honorary Fellow of the Institute of Chartered Secretaries and Administrators and a Founder Chair of the 30% Club, which aims to increase the proportion of women on FTSE 100 Boards to 30 per cent.



## CMi MENTORS

### VICTOR CHU



#### Major Career Roles

- Chair/CEO, First Eastern Investment Group
- Board member, Airbus SE
- Board member, Nomura Holdings Inc
- Council Chair, University College London
- International Business Council Co-Chair, World Economic Forum

#### Industry Knowledge

Victor Chu has over 30 years of senior-leadership experience from working as Chair and CEO of various private and public companies. This experience has cultivated into a multi-industry knowledge in law, aviation, merchant banking, private equity and direct investments.

Victor is Chair and CEO of First Eastern Investment Group, a leading Hong Kong-based international investment firm, Chair of Council of University College London, and Board member of Airbus SE and Nomura Holdings Inc.

Previously, Victor has served as Director and Council member of the Hong Kong Stock Exchange, as a member of the Hong Kong Takeovers and Mergers Panel and an Advisory Committee member of the Securities and Futures Commission and as a Non-Executive Director of Majid Al Futtaim Holding LLC.

#### Other Career Highlights

- Board member, Zurich Insurance Group
- Director and Council member, Hong Kong Stock Exchange
- Panel member, Hong Kong Takeovers and Mergers
- Advisory Committee member, Securities and Futures Commission

Victor was a Foundation Board member of the World Economic Forum from 2003 to 2015 and currently co-chairs the Forum's International Business Council. He is Chair of the Hong Kong-USA Business Council, Chair Emeritus of the Hong Kong-Europe Business Council and a member of the Hong Kong-Japan Economic Cooperation Committee.

Victor received his early education in Hong Kong and England and practised law in the field of corporate, commercial and securities matters. He became a pioneer of private-equity investments in China and was Deputy Secretary-General of the International Bar Association (IBA) from 1995 to 2000.

### FULVIO CONTI



#### Major Career Roles

- Chair, FIEE SGR SpA
- Chair, SGI SpA
- Board member, Austostrade per l'Italia SpA
- Independent Director, Aon plc
- Chair and former CEO, Enel SpA

#### Industry Knowledge

Fulvio Conti has a multi-industry knowledge in energy, finance, insurance, oil and gas, pharmaceuticals and telecommunications companies from more than 30 years of international Chair, CEO, CFO and senior Board experience.

Fulvio serves as Chair of FIEE SGR SpA, Chair of SGI SpA and Innova Italy Partners srl. He is a Board member of Aon plc, ASPI SpA and Take Off SpA.

He is also Partner and sole Director of FAS Partners srl, a financial investment and advisory company in Rome, as well as a Senior Adviser to MAM Real Assets. Previously he was a Board member of Barclays Bank plc, Unidad Editorial SA, RCS SpA, RBK JSP, TIM SpA and Fine Foods & Pharmaceutical NTM SpA. He was also the Chair of Telecom Italia SpA, CEO of Enel, and CFO of Montecatini SpA.

Fulvio has successfully led multiple company transformations as CEO, CFO and Chair across a variety of industries. As CEO of Enel, Fulvio

#### Other Career Highlights

- Chair, Terna SpA
- Deputy Chair, Endesa SA
- Chair, Euroelectric
- CFO, Montecatini/Montedison
- Independent Director, Fine Foods & Pharmaceuticals NTM SpA
- Independent Chair, Telecom Italia SpA
- Independent Director, RCS MediaGroup SpA
- Independent Non-Executive Director, Barclays plc
- Board member, RBK PJSC
- CFO, Mobil Oil Europe

transformed the company from a local utility to an international leader in power and gas through a number of mergers and acquisitions. Under Fulvio's leadership, Enel developed breakthrough technology related to the generation and distribution of power, including the incorporation and listing of Enel Green Power and listing of Terna. He also covered the position of Chair Euroelectric. Fulvio originally joined Enel in August 1999 as CFO.

Prior to Enel, Fulvio gained extensive experience working for Mobil Oil with various responsibilities in different countries for 22 years, and for Montedison as CFO, where he played a leading role in disposing assets such as Farmitalia-Carlo Erba and Himont. As General Manager he also led the restructuring of Ferrovie dello Stato, held top management roles in subsidiaries of the group such as Metropolis (Real Estate) and Grandi Stazioni, and in 1997 was appointed Vice President of Eurofima.

## CMi MENTORS

### CLAUDIO COSTAMAGNA



#### Major Career Roles

- Executive Chair, CC & Soci srl
- Independent Director and Chair, Compensation Committee FTI Consulting
- Director, Italiana Petroli SpA
- Director, Finarvedi SpA
- Director, Ferragamo Finanziaria
- Chair, CDP SpA

#### Industry Knowledge

Claudio Costamagna has over 15 years of senior-leadership experience with multi-industry knowledge of finance, construction, engineering and pharmaceuticals. Experienced as a Compensation Committee Chair, Control Committee member, Executive Committee member, Governance Committee member, Human Resources Committee member and Nomination Committee member.

Claudio is Executive Chair of CC & Soci, an M&A and private-equity boutique. He is a Board member of FTI Consulting, a business-advisory group listed on the New York Stock Exchange, and is on the Boards of three private Italian companies: Italiana Petroli SpA, Finarvedi SpA, the holding company of the Arvedi Group, and Ferragamo Finanziaria, the holding company of the Salvatore Ferragamo Group.

#### Other Career Highlights

- Chair, AAA-Advanced Accelerator Applications
- Chair, Webuild SpA
- Independent Director, Bulgari SpA
- Independent Director, Autogrill SpA
- Independent Director, Luxottica SpA
- Director, Virgin Holding BV
- Chair and Co-Head, Investment Banking Division for Europe, the Middle East & Africa, Goldman Sachs

Professional experience includes various positions at Citibank, Montedison and most recently Goldman Sachs, where Claudio was the Chair of the Investment Banking Division for Europe, the Middle East and Africa. Previously he was Co-Head of Goldman Sachs' Investment Banking Division for Europe, the Middle East and Africa, and a member of the European Management Committee and the Global Partnership Committee. Prior to this Claudio was the Country Head for Italy and Chair of Goldman Sachs SIM SpA.

From 2012 to 2018 Claudio was Chair of AAA-Advanced Accelerator Applications, a European pharmaceuticals group, founded in 2003 and sold to Novartis in 2018. He was also – from 2011 to 2015 – Chair of Salini-Impregilo, Italy's leading infrastructure-construction group, and Chair of Cassa Depositi e Prestiti, the €550bn government owned holding company for large industrial conglomerates such as ENI, SNAM, Fincantieri and Terna.

### DAME VIVIENNE COX CBE



#### Major Career Roles

- Chair, Victrex plc
- Senior Independent Director, Pearson plc
- Lead Independent Director, UK Department for International Development
- Executive VP/Division CEO, BP plc
- Chair, Vallourec SA

#### Industry Knowledge

Dame Vivienne Cox has wide experience of business gained in the energy, natural resources and publishing and pharmaceutical sectors. She also has a deep understanding of regulatory and government relationships.

Dame Vivienne is Chair of Victrex plc, Non-Executive Director of Haleon plc and Non-Executive Director of Venterra Group plc. She is also an Adviser to Montrose Associates Ltd. Previously, Dame Vivienne was Board member of Stena AB.

Dame Vivienne worked for BP plc for 28 years in Britain and continental Europe, in posts including Executive Vice President and CEO of BP's gas, power and renewable business, where she created the alternative energy unit.

#### Other Career Highlights

- Non-Executive Director, BG Group plc
- Non-Executive Director, Climate Change Organisation
- Board member, INSEAD
- Chair, Climate Change Capital Group Ltd
- Non-Executive Director, Eurotunnel plc
- Member, Airports Commission
- Non-Executive Director, GSK plc
- Non-Executive Director, Venterra Group plc
- Non-Executive Director, Rio Tinto plc

She is Vice Chair of Saïd Business School at the University of Oxford, Chair of the Rosalind Franklin Institute and Honorary Secretary of the Energy Institute, and an Advisory Board member to the Royal Academy of Engineering and of the African Leadership Institute. She is a Patron of the Hospice of St Francis.

Dame Vivienne was named a Dame Commander of the Order of the British Empire in 2022 for services to sustainability and to diversity and inclusion in business.



## CMi MENTORS

### MARK CUTIFANI



#### Major Career Roles

- CEO, Anglo American plc
- CEO, AngloGold Ashanti Ltd
- Senior Independent Non-Executive Director, Laing O'Rourke
- Independent Director, TotalEnergies SE
- Chair, Vale Base Metals
- Chair, Power of Nutrition

#### Industry Knowledge

Mark Cutifani has more than 46 years of international senior-leadership experience, giving him a multi-industry knowledge in mining, industrial and commodities, and luxury goods. He brings experience as Chair and CEO of FTSE 100, London Stock Exchange, Sydney, Johannesburg and Swiss Stock Exchange companies.

Mark Cutifani is Chair of Vale Base Metals, Independent Director of TotalEnergies, and Senior Independent Non-Executive Director of Laing O'Rourke. He is also Adviser at Diamond Standard Inc. He was also the Chair of De Beers Group of Companies and a Non-Executive Director of Anglo American Platinum Ltd.

Mark was CEO of Anglo American plc from 2013 until 2022. He has considerable experience in mining, having been associated with the industry since 1976, and has a practical working knowledge of most of the commodities produced and sold across the globe.

#### Other Career Highlights

- Non-Executive Director, Anglo American Platinum Ltd
- Chair, De Beers
- COO, Vale Inco Ltd

Mark has had line experience and responsibility for mining and industrial businesses across six continents. Prior to joining Anglo American, he held the position of CEO at AngloGold Ashanti in South Africa. Before then, he was the COO for Inco and then Vale's global nickel business based in Canada.

Prior to his Vale, role Mark held Senior Executive positions with the Normandy Group, Sons of Gwalia, Western Mining Corporation, Kalgoorlie Consolidated Gold Mines and CRA (Rio Tinto). He is also Chair of Power of Nutrition, Chair of the Global Advisory Council for the Global Foundation, and Co-Founder of the Development Partner Institute. Mark is a mining engineer by training with several published papers and presentations.

### BARBARA DALIBARD



#### Major Career Roles

- Supervisory Board Chair, Michelin
- CEO, Société Internationale de Telecommunications Aeronautiques SCRL (SITA)
- CEO, Orange Business Services of Orange SA
- Board member, Rexel
- Independent Board member, Wolters Kluwer NV

#### Industry Knowledge

Barbara Dalibard has a wealth of Chair and CEO experience from positions in the automotive, financial services, media and entertainment, technology, telecommunications and transportation sectors.

Barbara is the Chair of Michelin Supervisory Board. Previously she was CEO of SITA, a worldwide leader in delivering IT solutions to the air transport industry. She also was a Board member of Wolters Kluwer in the Netherlands, Société Générale in France, Eurostar in the UK and NTV in Italy. She is now a member of Rexel's Board of Directors and a member of the Board of the Institut Polytechnique de Paris.

During her time at SNCF (the French national railway company), a Fortune 500 company, Barbara served as CEO of SNCF Voyageurs, which manages all passenger traffic, long distance and commuter services, and was a member of the French rail operator's Management Committee.

#### Other Career Highlights

- Independent Director, Société Generale SA
- Non-Executive Director, Eurostar Group Ltd
- CEO, OUI.sncf (SNCF)
- Board member, GlobeCast Holding SA
- Director, Nuovo Trasporto Viaggiatori SpA (Italo SpA)
- Chair then President/CEO, Equant BV (Orange division)

The majority of Barbara's career was spent at France Telecom (Orange SA), where she held a variety of senior management positions and was responsible for creating new internet and mobile service offerings. Later, she became head of the company's enterprise offering, first for France, then internationally.

Barbara holds a Masters degree in Science and Engineering from Telecom ParisTech and a Masters degree in Mathematics from the Ecole Normale Supérieure. She was awarded an honorary doctorate degree by the Ecole Polytechnique/University of Montreal.

## CMi MENTORS

### SIR JEREMY DARROCH



#### Major Career Roles

- Chair, Sky plc
- Group CEO, Sky plc
- Chair, Reckitt Benckiser Group plc
- Independent Director, Walt Disney Co.
- Senior Independent Director, Burberry Group plc
- Chair, Business in the Community

#### Industry Knowledge

Sir Jeremy Darroch has a wealth of professional experience from positions in the fast moving consumer goods, healthcare, media, retail, technology and telecommunications sectors. He has FTSE 100 CEO, CFO and Senior Independent Non-Executive Director experience, and is therefore able to view the governance agenda from all angles. He has both B2C and B2B experience.

Sir Jeremy is Chair of Reckitt Benckiser Group plc, an Independent Director of Walt Disney Co, Chair of the National Oceanography Centre, an Independent Director at Ahren Acquisition Corp., an ambassador for the World Wide Fund for Nature (WWF), a Senior Adviser to the Multichoice Group and an Executive Adviser to Kohlberg Kravis Roberts & Co LP (KKR).

Sir Jeremy served as Adviser to Sky following 14 years of leading the company as CEO then Chair. During his tenure, Sky transformed from a linear satellite broadcaster into Europe's largest multi-platform TV provider with over 23m customers across Europe.

#### Other Career Highlights

- Non-Executive Director, Youth Sport Trust
- Council member, National Centre for Universities & Business
- Non-Executive Director, Marks & Spencer Group plc
- Governor, Bradford Technical College
- Chair, National Oceanography Centre

The company tripled in size and delivered consistent double-digit growth in revenues, profit and earning, creating over £24bn of value for shareholders and thousands of jobs across Europe.

Under Sir Jeremy's leadership, Sky's innovation and investment has revolutionised the television viewing experience with award-winning products, whilst becoming one of the largest investors in the European content industries. He also widened Sky's investment in general entertainment, arts and movie content while continuing to invest strongly in its more traditional areas such as news and sport, and leading a major expansion in Sky's broader contribution to society, overseeing its growing commitment through Sky's Bigger Picture programme.

During this period, Sky's environmental contribution has become substantial, with Sky becoming the first major media company in the world to commit to becoming Net Zero Carbon by 2030.

### MATT DAVIES



#### Major Career Roles

- Chair, Auto Trader Group plc
- Chair, Greggs plc
- CEO, Tesco UK and ROI
- CEO, Halfords Group plc
- Group FD followed by CEO, Pets at Home

#### Industry Knowledge

Matt Davies has been a CEO of three of the UK's most well known retailers: Pets at Home, Halfords, and Tesco UK.

Matt stepped down from his executive career in 2018 and is currently Chair of Auto Trader Group plc and Greggs plc as well as a number of private equity backed businesses. He is also an Operating Partner of Advent International.

Previously, he was Chair of N Brown group plc and a Non-Executive Director and Audit Chair of Dunelm plc.

Matt is a chartered accountant by trade with an early career with Arthur Andersen and Rothschild across corporate recovery and corporate finance.

A retail expert through and through, Matt has been CEO of some of the UK's largest retailers since the age of 39. He has worked in both PE and listed companies as an executive and Chair/NED.

#### Other Career Highlights

- Chair, Travel Counsellors
- Chair, Mission Mars (Albert Schloss and Rudys Pizza)
- Retail Adviser, Barnado's
- Operating Partner, Advent International



## CMi MENTORS

### WOUT DEKKER



#### Major Career Roles

- Supervisory Board Chair, Randstad NV
- Supervisory Board Chair, Rabobank
- Executive Board Chair and CEO, Nutreco NV
- Supervisory Board member, SHV Holdings NV
- Supervisory Board member, Royal Friesland Campina NV
- Supervisory Board member, Pon Holdings NV
- Supervisory Board member, Hendrix Genetics BV

#### Industry Knowledge

Wout Dekker is a highly experienced Chair and CEO of AEX, Euronext 100 and other public and private companies. With 32 years of international senior-leadership experience, he has a vast wealth of multi-industry knowledge in financial services, HR services, food processing and private equity.

Wout is a member of the Supervisory Board of SHV Holdings NV, Pon Holdings NV and Hendrix Genetics BV, and of the Paine Schwartz Partners Food Chain Advisory Board.

#### Other Career Highlights

- Board member, Macintosh Retail
- Supervisory Board Chair, Princess Maxima Centre for Child Oncology
- Board member, Women on Wings Foundation

Wout served as Chair of the Supervisory Board of Randstad NV, which is one of the world's largest HR providers. He also served as Chair of the Supervisory Board of Rabobank, one of Europe's largest co-operatives, and is the former Chair of the Executive Board and CEO of Nutreco NV, a Dutch producer of animal nutrition, fish feed and processed-meat products. He was also previously a member of the Supervisory Board of Royal Friesland Campina NV.

Wout was Chair of the Supervisory Board of the Princess Maxima Centre for Child Oncology until 2018. He now currently serves as a Board member of the Women on Wings Foundation, which aims to create one million jobs for women in rural India.

### LUISA DELGADO



#### Major Career Roles

- Chair, Swarovski International Holding AG
- Chair and Lead Operating Director, Schleich GmbH (Partners Group)
- Vice Chair, Barclays Bank Suisse Private Banking
- Independent Director, INGKA/IKEA
- Independent Director and Chair, DIA Group
- Independent Director, Telia AB and Fortum Oyj
- Independent Director, Breitling (CVC and Partners Group)
- CEO, Safilo Group SpA

#### Industry Knowledge

Luisa Delgado has multi-industry knowledge in FMCG, luxury goods and IT, which has been acquired from working as a CEO and then Chair within the private sector and public companies.

Luisa is the Chair of Schleich and Swarovski, Vice Chair of Barclays Bank Suisse (Private Banking), and a Board member of INGKA/IKEA, Breitling, Fortum, Telia, and DIA where she is the Chair of the Nominations and Remuneration Committees. Her international Board experience stretches across listed, family owned, and private-equity invested companies.

#### Other Career Highlights

- Executive Board member and CHRO, SAP SE
- Divisional CEO/General Manager Nordic Region, Procter & Gamble
- Lead Independent Non-Executive Director, Aryzta AG
- Independent Non-Executive Director, AO World plc
- Independent Non-Executive Director, Zertus GmbH

Luisa has over 30 years of international managerial experience, namely as CEO of Safilo, Executive Board member of SAP, and Nordic CEO and Western Europe HRVP of Procter & Gamble.

Luisa has a long-standing passion and track record in leadership development. She focuses on strategy and transformation, innovation and culture, and authenticity and personal purpose. She is personally committed to the role of entrepreneurship in promoting social inclusion.

As a private investor Luisa is a sought-after co-entrepreneur and adviser in start-up ventures with particular tech-enabled ESG focus.

## CMi MENTORS

### HANNE DE MORA



#### Major Career Roles

- Co-Founder and former Chair, a-connect (group) AG
- Chair, Microcaps AG
- Vice Chair, IMD Business School
- Independent Director, Nestlé SA
- Independent Director, AB Volvo
- Independent Director, Sandvik AB

#### Industry Knowledge

Hanne de Mora is an international senior leader with extensive experience as Independent Director and Audit Chair of publicly traded companies. Primary industry knowledge includes professional services, consumer goods, diversified industrials, food ingredients and transportation.

Hanne is the Co-Founder and former Chair of a-connect (group) AG, a global management-consulting firm. She is an Independent Director (Sustainability Committee Chair) of Nestlé SA in Switzerland. She also serves as Vice Chair of IMD Business School, Switzerland, and Chair of Microcaps AG. Previously, Hanne was an Independent Director of Volvo AB in Sweden.

Professional experience as a top-tier strategy consultant with a broad cross-functional and industry expertise. Hanne is a successful entrepreneur, Chair and business builder who is passionate about inspirational leadership. Her non-hierarchical problem-solving style makes her an impactful adviser and Mentor.

#### Other Career Highlights

- Independent Director, Valora Holding AG
- Independent Director, Tomra Systems ASA
- Independent Director, Metso Outotec Oyj
- Independent Director Telenor, ASA
- Partner, McKinsey & Co.

Prior to founding a-connect (group) AG, Hanne was a Partner at McKinsey & Co. She has also been an Independent Director of Metso Outotec (Audit Committee and RemCo), Sandvik (Audit Committee Chair), Telenor (member of the Audit Committee), Tomra (Audit Committee Chair) and Valora (Audit Committee Chair).

Hanne started her career as a Credit Analyst with Den Norske Creditbank in Luxembourg, and subsequently held Brand Manager and Controller roles at Procter & Gamble in Sweden and Switzerland. She holds a Bachelor's degree in Business from HEC Lausanne, as well as a Masters degree in Business Administration from IESE Business School in Barcelona.

### PAUL DESMARAIS III



#### Major Career Roles

- Chair/CEO, Sagard
- Executive Chair and Co-Founder, Portage
- Chair and Co-Founder, Diagram
- Chair, Wealthsimple
- Chair, Dialogue

#### Industry Knowledge

Paul Desmarais III has extensive senior-leadership experience in the finance, fintech, healthcare and humanitarian sectors.

Paul is Chair and CEO of Sagard, an alternative asset management firm active in venture capital, private equity, private credit, real estate, healthcare royalties and private wealth. Paul took the helm of Sagard in 2016. Sagard is behind some of the largest technology success stories in Canada, such as Wealthsimple and Dialogue.

Within the Sagard ecosystem, Paul is the Executive Chair and Co-Founder of Portage and the Chair and Co-Founder of Diagram. Within the investment portfolios, he is the Chair of Wealthsimple, Novisto, and Grayhawk, and a Director of nesto.

Paul is dedicated to helping build a better business world. He is Co-Founder of the Black Wealth Club and the Indigenous Leadership Circle, where emerging Black and Indigenous leaders go to learn about creating wealth and networks giving them tools and resources that can be reinvested in their communities.

#### Other Career Highlights

- Chair, Novisto
- Chair, Grayhawk
- Director, nesto
- Co-Founder, Black Wealth Club
- Co-Founder, Indigenous Leadership Circle
- Co-Chair, Centraide of Greater Montreal

Under Paul's leadership, Sagard has committed to a more sustainable financial system by becoming a signatory of the United Nations Principles for Responsible Investment, enlisting as a CREO participant, and embarking on its journey to carbon neutrality. Paul was also Co-Chair of the Centraide (United Way) campaign in 2022 and will chair the large donors campaign for the same organisation in 2024-2027.

Paul is a Board member of the Glenbow Museum and serves as Chair of the Next Canada Emeritus Advisory Board. He was formerly a Board member of the Rideau Hall Foundation and Alpine Canada. Paul also Co-Founded Young Canadians in Finance and Co-Chaired the True Patriot Love Expedition to the magnetic North Pole.

Prior to his current role, Paul worked at Goldman Sachs in the Investment Banking Division, Investment Strategy Group and Special Situations Group, Imerys S.A. in supply chain management and strategy, and Great-West Lifeco Inc. in risk management. He has earned a Bachelor of Arts in Economics from Harvard College and holds a Master of Business Administration from INSEAD in France.



## CMi MENTORS

### MICHAEL DIEKMANN



#### Major Career Roles

- Supervisory Board Chair and former CEO, Allianz SE
- Supervisory Board Deputy Chair, Fresenius SE & Co. KGaA
- Shareholder representative, Siemens AG

#### Industry Knowledge

Michael Diekmann has truly global experience, with more than 25 years of international senior-leadership experience and profound networks in Asia Pacific, Americas, Africa and Europe. He has multi-industry knowledge in insurance, financial services, healthcare, chemicals and aviation.

Michael is Chair of the Supervisory Board of Allianz SE and Deputy Chair of the Supervisory Board of Fresenius SE & Co. KGaA.

Michael is a Emeritus member of the Temasek European Advisory Panel, a member of the International Advisory Group of Linklaters LLP and a Consultant on the Advisory Board of ISTARI Global Ltd. He is also a member of the Google Cloud EMEA Advisory Board and is an honorary Chair of IBLAC (International Business Leaders Advisory Council) for the Mayor of Shanghai.

#### Other Career Highlights

- Advisory Panel member, Temasek European
- Supervisory Board Chair, Dresdner Bank AG
- Supervisory Board Deputy Chair, Linde AG
- Deputy Chair, BASF SE
- Supervisory Board member, Lufthansa
- International Advisory Committee, SINO CEE Fund of SINO-CEEF Capital Management Co. Ltd

Michael is an active venture-capital investor in biotech, cyber and waste-water processing companies.

Michael has worked on all continents during his active management time. His professional experience was predominantly at Allianz, where he held various management positions, culminating to serve as Chair of the Board of Management and CEO of Allianz SE, from 2003 to 2015. He was also the Chair of the Supervisory Board of Dresdner Bank AG, Deputy Chair of the Supervisory Board at Linde AG and BASF SE and a Supervisory Board member at Siemens AG and Lufthansa.

Michael was a member of the Monetary Authority of Singapore's Advisory Board, as well as a member of the Board of Trustees of Siemens Foundation.

### SIR JAN DU PLESSIS



#### Major Career Roles

- Chair, BT Group plc
- Chair, Rio Tinto plc
- Chair, SABMiller plc
- Chair, British American Tobacco plc
- Chair, Financial Reporting Council
- Group FD, Compagnie Financière Richemont SA

#### Industry Knowledge

Sir Jan du Plessis is a highly experienced international Chair, having held roles with some of the largest FTSE 100 companies. His career has encompassed various sectors, including telecommunications, mining, brewing, tobacco, food and luxury goods.

Sir Jan is Chair of the Financial Reporting Council in the UK and the former Chair of BT Group plc, Rio Tinto plc, SABMiller plc and British American Tobacco plc. He also served as Non-Executive Director and Chair of the Audit Committee of Lloyds Banking Group plc, Senior Independent Non-Executive Director of UK retailer Marks & Spencer plc and Chair of leading food manufacturer, RHM plc.

#### Other Career Highlights

- Senior Independent Non-Executive Director, Marks & Spencer Group plc
- Non-Executive Director, Bank of Scotland plc
- Non-Executive Director, Lloyds Banking Group plc
- Chair, RHM plc
- Director, Hanover Direct Inc.
- Non-Executive Director, Vendôme Luxury Group plc
- Director, Rothmans Inc.

Sir Jan has extensive experience within multinational companies with large international operations and has an in-depth understanding of corporate governance practices in various jurisdictions.

Sir Jan served as Group Finance Director of Richemont for 16 years before pursuing a plural career, becoming Chair of some of the largest FTSE 100 companies.

## CMi MENTORS

### LYNN L. ELSENHANS



#### Major Career Roles

- Chair/CEO, Sunoco and Sunoco Logistics
- Independent Director, Saudi Aramco
- Non-Executive Director, GSK plc
- Independent Director, Baker Hughes Co.
- Independent Director, Peter Kiewit and Sons Inc.

#### Industry Knowledge

Lynn Elsenhans has significant senior-leadership experience within international businesses spanning the energy, energy services, petrochemicals, paper and packaging, pharmaceuticals, consumer healthcare, and flow-control equipment sectors.

Lynn is an Independent Director of Saudi Aramco, Baker Hughes Co., Taiwan Semiconductor Manufacturing Co. and Peter Kiewit and Sons Inc. She is a Trustee Emeritus of Rice University and an Emeritus Advisory Board member of the Baker Institute of Rice University. She is currently an Advisory Board member of the Whitney School of Engineering at John Hopkins University. Previously, Lynn was Non-Executive Director of GlaxoSmithKline Corp.

#### Other Career Highlights

- Trustee, Rice University
- Independent Director, Flowserve Corp.
- Independent Director, International Paper Co.
- Director, Texas Medical Center
- Various roles, Royal Dutch Shell plc

Lynn is the former Chair and CEO of Sunoco and Sunoco Logistics Partners. Whilst at Sunoco, Lynn participated in the refining, logistics, fuels' marketing, convenience retail, petrochemical, and metallurgical-grade coke sectors.

Prior to Sunoco, Lynn had a 28-year career with Royal Dutch Shell in the US, Singapore and London, with positions including Executive Vice President Global Manufacturing (Refining and Petrochemicals), CEO of US Downstream and US Country Chair, and CEO of Oil Products in Asia Pacific Middle East.

### RONA FAIRHEAD THE BARONESS FAIRHEAD CBE



#### Major Career Roles

- Chair, RS Group plc
- Minister of State, UK Department for International Trade
- Peer, UK House of Lords
- Chair, BBC Trust
- Chair and CEO, Financial Times Group Ltd
- Division Chair and former CEO and CFO, Pearson plc

#### Industry Knowledge

Baroness Fairhead has extensive international Board experience across public and private companies and within the aerospace and defence, chemicals, education, financial services, government, media and publishing sectors.

Baroness Fairhead is Chair of RS Group plc (formerly Electrocomponents plc), an Independent Director and member of the Finance and Audit Committees of Oracle Corp., a Director of healthcare start-up SurvivorNet and a member of the UK House of Lords. She is also a member of the External Advisory Group at McKinsey & Co. and an Adviser to CVC.

Baroness Fairhead was previously the Chair and CEO of the Financial Times Group; a Non-Executive Director of PepsiCo Inc. and HSBC Holdings plc.; and she was also CFO of Pearson plc.

#### Other Career Highlights

- Chair, HSBC North America Holdings Inc, and Non-Executive Director, HSBC Holdings plc
- Non-Executive Director, PepsiCo Inc.
- Non-Executive Director, Oracle Corp.
- Chair, Interactive Data Corp.
- Ambassador for UK Trade & Investment and Non-Executive Director, UK Cabinet Office
- Non-Executive Director, Economist Newspaper Ltd

Prior to Pearson, she held Senior Executive roles in ICI plc and Bombardier Inc., both with Shorts and Bombardier Aerospace Services in the UK.

Baroness Fairhead was the first female Chair of the British Broadcasting Company (BBC) and, after stepping down from the BBC, was invited by the UK Prime Minister to become the UK Government's Trade and Export Minister, a role she held until 2019.

Baroness Fairhead was named a Commander of the Order of the British Empire in 2012 for services to UK industry and was made a Life Peer in 2017.



## CMi MENTORS

### MARK FIELDS



#### Major Career Roles

- CEO, Ford Motor Company
- CEO, Mazda Motor Corp.
- Interim CEO, Hertz Global Holdings Inc
- Senior Adviser, TGP Capital

#### Industry Knowledge

Mark Fields is a highly experienced CEO with over 30 years of international senior leadership experience. Mark has deep knowledge of the automotive industry from his time as CEO of Ford Motor Company.

Mark was CEO of Ford until 2017. Mark took on CEO roles at a young age; at the age of 36, he was responsible for Ford's Argentina's operations. He was appointed CEO of Mazda Motor Corporation at the age of 38, during which time he achieved a significant turnaround from a huge operational loss of \$100m to a profit of \$215m.

In 2002 Mark became Chair of Premier Automotive Group, Ford's luxury unit, and in 2005 he returned to the US to head up the America's division, and created the famous "Way Forward" plan, designed to make the company leaner and more profitable. In 2012 he was appointed COO and became CEO in 2014. As CEO, Mark realised strong economic growth and achieved the highest profits and margins ever in 2015. Mark drove many innovations during his tenure at Ford, by both transformations, as well as investments such as Argo AI, combining vehicle development with AI and robotics as well as by committing to significant investments to electrified vehicles.

#### Other Career Highlights

- Chair, Planview Inc
- Chair, CLEAResult Consulting Inc
- Board member, Boomi LP
- Board member, Qualcomm Inc
- Board member, Tanium Inc
- Vice Chair and Chair, US-China Business Council

After his retirement as CEO of Ford, Mark became a Senior Adviser of TGP Capital, focusing on the firm's industrial and technology practice. In 2021, Mark joined the Board of Hertz Global Holdings Inc and took on the role of interim CEO with a focus on forward looking investments, after which in February 2022 he continued to serve on the Board of Hertz.

In addition, Mark is Chair of Planview Inc, Board member of Qualcomm and Tanium and Director at LAM Research Corp. Previously, Mark has been Vice Chair and later Chair of the US-China Business Council.

### ANDREW FISHER



#### Major Career Roles

- Chair, Rightmove plc
- Chair, Epidemic Sound AB
- Senior Independent Non-Executive Director, Marks & Spencer Group plc
- Chair and former CEO, Shazam Entertainment Ltd
- Advisory Board member, UK Department for Digital, Culture, Media & Sport

#### Industry Knowledge

Andrew Fisher has deep experience in developing digital businesses, and over the past 25 years has led the successful growth of a number of technology focused enterprises as CEO, Chair and Founder including FTSE 100 companies.

He is currently a Permanent Representative at Believe SA, Chair of Rightmove plc and Epidemic Sound AB. Previously, Andrew was Senior Independent Non-Executive Director of Marks & Spencer plc.

In 1995, Andrew joined Thomson Directories as General Manager of Business Ventures where he participated in an £80m management buyout led by Advent and 3i. The business was subsequently sold to SEAT in 2000 for £460m.

From 2001, Andrew was European Managing Director of Nasdaq-listed InfoSpace Inc., where he led the company's significant European growth focusing on media and commerce services for many leading online-service providers and mobile operators.

#### Other Career Highlights

- Non-Executive Director, Moneysupermarket.com Group plc
- Non-Executive Director, Merlin Entertainments plc
- Chair, AI Future Tech
- European Managing Director, InfoSpace Inc.
- General Manager, Thomson Directories Ltd
- Various roles, RS Group (Electrocomponents) plc

Andrew was appointed CEO of Shazam in March 2005 and became Executive Chair in 2013. During his tenure, he led the development and execution of a growth strategy to establish one of the world's leading mobile consumer brands with over 1bn users. He restructured the company and diversified the business's focus, gaining the support of some of the world's pre-eminent venture-capital investors before selling the business to Apple in September 2018.

As a Non-Executive Director of Merlin Entertainments plc, Andrew was actively involved in the company's sale to a private-equity consortium led by Blackstone and retired from the Board following the company's delisting.

## CMi MENTORS

### SIR DOUGLAS FLINT CBE



#### Major Career Roles

- Group Chair, HSBC Holdings plc
- Chair, abrdn plc
- Chair, IP Group plc
- Chair, Royal Marsden Hospital and Charity
- HM Treasury's Special Envoy, Financial and Professional Services to China's Belt and Road Initiative
- Non-Executive Director and Audit Committee Chair, BP plc
- CFO, HSBC Holdings plc

#### Industry Knowledge

Sir Douglas Flint has extensive experience of Board leadership in global financial services and multinational public companies. He has a wide range of experience gained in over 25 years of serving on public company boards, with over 10 years as Chair. He has considerable experience of financial reporting, stewardship and governance matters and is an expert on China.

Sir Douglas is currently Chair of abrdn plc, one of Europe's leading investment and wealth management groups, and Chair of IP Group plc, which invests in early-stage hard science with the potential to evolve into world-changing businesses.

#### Other Career Highlights

- Advisory Council member, Mayors of Shanghai and Beijing's International Business Leaders
- International Advisory Board member, China Europe International Business School, Shanghai
- Chair, Institute of International Finance
- Partner, KPMG LLP
- Chair, Financial Reporting Council's review of the Turnbull Guidance on Internal Control
- Board member and Advisory Council member, International Accounting Standards Board
- Chair, Just Finance Foundation

He is also an Advisory Board member at Hakluyt & Co. Ltd and Motive Partners, serves on the International Advisory Panel of the Monetary Authority of Singapore and is a Board member of the Institute of International Finance. He is also Non-Executive Director at the International Chamber of Commerce UK (ICC).

In other roles, Sir Douglas is Chair of the Royal Marsden Hospital and Charity, a Director of the Centre for Policy Studies and chairs a corporate partnership board at Cancer Research UK.

In 2017, he was appointed by the Chancellor as Special Envoy for Financial and Professional Services to China's Belt and Road Initiative, a role he fulfilled until 2022.

Sir Douglas was awarded the CBE in 2006 and knighted in 2018, in both instances for his services to the finance industry.

### DAME ANITA FREW



#### Major Career Roles

- Chair, Rolls-Royce plc
- Chair, Croda International plc
- Chair, Victrex plc
- Deputy Chair, Senior Independent Director, RemCo and RiskCo Chair, Lloyds Banking Group plc

#### Industry Knowledge

Dame Anita Frew has over 30 years' experience on the Boards of global companies across multiple sectors including, science, chemical, engineering, resources, utilities and financial services industries. She is currently Chair of Rolls-Royce plc. Dame Anita was also a member of the Prime Minister's Business Council and, in 2023, was awarded a Damehood for her services to business and the economy.

#### Other Career Highlights

- Senior Independent Director, Aberdeen Asset Management plc
- Senior Independent Director, IMI plc
- Director, BHP plc and BHP Ltd
- Director, Northumbrian Water Ltd
- Executive Director, Abbott Mead Vickers plc
- Director of Corporate Development, WPP Group plc
- Director, Gate Theatre
- Director, Donmar Warehouse Ltd

Dame Anita was Chair of Croda International plc until 2024, served as Deputy Chair, Senior Independent Director and Chair of the Remuneration and Risk Committees at Lloyds Banking Group until 2020. Dame Anita has also held the positions of Chair of Victrex plc, Senior Independent Director at Aberdeen Asset Management plc and IMI plc, and Director at BHP and Northumbrian Water. Prior to this she was an Executive Director at Abbott Mead Vickers plc, Director of Corporate Development at WPP Group and held various strategy and investment roles at Royal Bank of Scotland and Scottish Provident in her early career.



## CMi MENTORS

### DAME CLARA FURSE



#### Major Career Roles

- Chair, HSBC UK Bank plc
- CEO, London Stock Exchange Group plc
- External member, Bank of England's Financial Policy Committee (FPC)
- Lead Independent Director, UK Department for Work and Pensions
- Chair, Nomura Bank International plc

#### Other Career Highlights

- Non-Executive Director and Committee Chair, Amadeus IT Group SA
- Non-Executive Director, Nomura Holdings Inc.
- Non-Executive Director, Legal & General Group plc
- Non-Executive Director, Euroclear plc
- Non-Executive Director, LCH Clearent Group Ltd
- Non-Executive Director, Fortis SA
- Group CEO, Credit Lyonnais Rouse
- Managing Director and Global Head of Futures, UBS
- Non-Executive Director, Vodafone Group plc
- Non-Executive Director, Generali Assicurazioni SpA
- Non-Executive Director, Committee Chair and Deputy Chair, Liffe Holdings Ltd

#### Industry Knowledge

Dame Clara Furse is an experienced Chair with a wealth of professional experience and expertise within financial services, telecommunications, travel industry networks, technology and digital transformation.

Dame Clara is Chair of HSBC UK Bank plc, the ring-fenced bank of HSBC Group plc. She is a Non-Executive Director of Generali Assicurazioni SpA. She is a member of the Panel of Senior Advisers to Chatham House and Chair of the UK Voluntary Carbon Markets Forum. Previously she was a Non-Executive Director of Vodafone Group plc.

Dame Clara's executive career has spanned a broad range of global financial markets.

She was appointed as the first female CEO of the London Stock Exchange Group, a FTSE 100 company, in January 2001. From 2013 to 2016, she was a member of the Bank of England's Financial Policy Committee.

In 2007, Dame Clara was listed among Time's 100 most influential people in the world. In 2008, she was appointed DBE. In 2012, she chaired the Lead Expert Group of the UK Government's Office for Science Foresight Project on the future of computer trading in financial markets.

### MARCO GADOLA



#### Major Career Roles

- CEO and CFO, Straumann Group
- Regional CEO and CFO, Panalpina
- CFO, Hero
- Chair and Vice Chair, Calida Group
- Senior Adviser, EQT
- Chair, Nomura Bank International plc

#### Industry Knowledge

Marco Gadola has a strong track record in general management, corporate finance, marketing, distribution, and leadership throughout his extensive career in the Med-Tech industry. Marco also brings a wealth of experience gained from serving on the Boards of numerous companies across diverse industries.

During his tenure as CEO of Straumann from 2013 to 2019, the Group achieved remarkable milestones, doubling its revenue, more than doubling its profits, and tripling its workforce. Marco, who initially served as CFO and EVP Operations from 2006 to 2008, re-joined Straumann as CEO in 2013 after spending the interim years at Panalpina, as CFO and Regional CEO Asia Pacific.

#### Other Career Highlights

- Chair, Medartis Holding AG
- Independent Chair, DKSH
- Chair, WS Audiology
- Board member, Bühler
- Vice Chair, MCH Group AG

Before Straumann, Marco spent 5 years at Hero, where he was CFO and responsible for IT and Operations. Previously, he spent 9 years at Hilti in senior commercial, sales and finance positions. Earlier in his career, he was an Audit Manager at Sandoz International Ltd and worked at Swiss Bank Corporation in Corporate Finance. Previously, he served as Chair of WS Audiology and Chair and Vice Chair of the Calida Group.

Currently, Marco holds pivotal roles as Senior Adviser to EQT, and as President of the Board of Directors of DKSH and Medartis Holding AG. He also serves as Vice President of the Board of Directors of MCH Group AG, and as a member of the Board of Directors of Straumann Group and Bühler.

Marco holds an INSEAD Certificate of Executive Coaching and Change Management and a Master's degree in Business Administration from the University of Basel.

## CMi MENTORS

### THOMAS (TOM) GLOCER



#### Major Career Roles

- Lead Independent Director, Merck & Co. Inc.
- Lead Independent Director, Morgan Stanley
- CEO, Thomson Reuters Corp and its predecessor Reuters Group

#### Other Career Highlights

- Strategic Adviser, Z-Work Acquisition Corp.
- Director, AdFin Solutions Inc.
- Director, Council on Foreign Relations
- Director, New York City Investment Fund LLC
- Advisory Council member, Oxford Analytica Ltd
- Advisory Board member, Afiniti Inc.
- Advisory Board member, Oration Inc.
- Strategic Adviser, Cinchcast Inc.
- Adviser, Singapore Monetary Authority
- International Business Council member, World Economic Forum
- Member, New York City Partnership
- Member, Business in the Community (London)
- Advisory Board member, Judge Institute of Management at the University of Cambridge
- International Advisory Board member, British American Business Inc.

#### Industry Knowledge

Tom Glocer has a wealth of professional experience from positions in the media, investment management, pharmaceuticals, financial services, and cyber defence sectors.

Tom is Lead Independent Director of Merck & Co. Inc. and Morgan Stanley. He is Executive Chair and Co-Founder of BlueVoyant LLC, a cyber-defence company, and fintech company Capitolis Inc. He is also Chair of Istari Global Ltd, a cyber-risk management platform, a Partner at Communitas Capital LLC, a fintech-focused venture-capital fund, and the founder and Managing Partner of Angelic Ventures LP, a family office that invests in technology start-ups.

Tom is also an Independent Board member of Publicis Groupe SA, a Director of K2 Integrity Holdings Inc., a Trustee of the Cleveland Clinic, a Director of the Atlantic Council of the USA and an Adviser to Taktile GmbH. He is also on the Board of Governors of the International Tennis Hall of Fame.

From 1993 to 2011, Tom worked at Reuters Group plc and its successor company, Thomson Reuters Corp., where he served as CEO for 11 years at the news and professional information provider. Prior to Reuters, Tom was an M&A lawyer at Davis Polk & Wardwell in New York, Paris and Tokyo.

### WILLIAM (BILL) GREEN



#### Major Career Roles

- Chair/CEO, Accenture
- Chair, BMC Software Inc.
- Independent Director, Dell Technologies
- Independent Director, S&P Global

#### Industry Knowledge

Bill Green has worked as Chair and CEO of S&P 100, public and private-sector companies, and has 35 years of senior-leadership experience and a vast wealth of multi-industry knowledge of consulting, education, engineering/manufacturing, financial services, government, healthcare, technology, aerospace and defence, private equity, and special-purpose acquisition companies.

Bill had a 35-year career at Accenture. He was on the Accenture Board from 2001 until 2013. He became the CEO of Accenture in 2004, Chair in 2010, and continued through his retirement in 2013. During his time as an Accenture leader, the company completed its journey to becoming a public company and implemented its long-term business strategy.

#### Other Career Highlights

- Lead Independent Director, EMC Corp.
- Chair/CEO, GTY Technologies

Bill is also a Board member at Dell Technologies, S&P Global, and Advisor360° (a provider of a unified, integrated software suite for wealth management), and Chair of BMC Software. He is also a Director of Year Up Inc., which helps young professionals learn new skills to launch their careers.

During his tenure as CEO and Chair at Accenture, the company doubled its revenue, doubled its workforce to 270,000 people, and built its global delivery model. Bill was ranked No.1 CEO by Institutional Investor in the Computer Services & IT Consulting sector during that time. He is well known for his focus on clients and people in his leadership roles.



## CMi MENTORS

### CALVIN GRIEDER



#### Major Career Roles

- Chair, Givaudan SA
- Independent Chair, SGS SA
- Chair, AWK Group
- Chair and former CEO, Bühler AG
- Board member, CGTech

#### Industry Knowledge

Calvin Grieder has a vast wealth of over 20 years of international senior-leadership experience with multi-industry knowledge in chemicals, software and computer services, telecommunications, engineering and private equity. He is also a highly experienced Governance Committee Chair, Nomination Committee Chair, Audit Committee member, Compensation Committee member and Human Resources Committee member.

Calvin is Chair of Givaudan SA, AWK Group and Société General de Surveillance (SGS) SA.

In addition, he is Chair and Administrative President of the international engineering group Bühler AG.

Calvin has held various executive positions at Swiss and German companies active in the areas of control technology, automation and system engineering.

#### Other Career Highlights

- Head of Division, Swisscom
- Vice Chair, Implen AG
- Board member, Hilti AG
- Board member, Metall ZUG AG
- Chair, Schleuniger AG
- Board member, Debitel AG

In these roles, he was primarily responsible for successfully establishing and expanding international business.

In 2001, Calvin moved from Swisscom, where he had served as Head of the mobile and internet business, to Bühler Group, where he acted as CEO for 15 years. In February 2014, he was elected as Chair of the Board of Directors of the Bühler Group and appointed to the Board of Directors of Givaudan, becoming Chair of the Board in 2017.

He has been a member of the Board of Directors of the Société General de Surveillance (SGS) since 2019 and was elected as Chair in 2020.

### JIM HAGEMANN SNABE



#### Major Career Roles

- Chair, Siemens AG
- Chair, Northvolt AB
- Board member, C3.ai
- Vice Chair, Allianz SE
- Co-CEO, SAP SE
- Chair, A.P. Møller – Mærsk AS
- Chair, Board of Trustees, World Economic Forum

#### Industry Knowledge

Jim Hagemann Snabe has 25 years of international senior-leadership experience as Chair and CEO of DAX, EURO STOXX 50, STOXX Europe 50 and private companies. He brings a wealth of knowledge, with multi-industry experience in technology, digital transformation, insurance, energy, manufacturing, logistics and transport, financial services and private equity.

Jim is Chair of Siemens AG, a Board member at C3.ai and a member of the Board of Trustees at the World Economic Forum. He is also Adviser at Deutsche Bank AG. He was previously Chair of Northvolt AB and Vice Chair of Allianz SE. He was also Chair of A.P. Møller – Mærsk AS and is now Adviser to the Chair and Board of the company.

#### Other Career Highlights

- Senior Adviser, C3.AI Inc.
- Deputy Chair, Bang & Olufsen AS
- Independent Director, Danske Bank AS
- Deputy Chair, Thrane & Thrane AS
- Adviser, Deutsche Bank AG
- Senior Adviser, Nordic Alpha Partners

Jim is a Senior Adviser at Nordic Alpha Partners, Advisory Board member at Temasek Europe, Advisory Council member at Cohesity Inc., and an Adjunct Professor at the Copenhagen Business School.

Jim is the former Co-CEO of SAP SE and has 25+ years of experience in the IT industry. He is focused on leadership around innovation and digitisation. In his capacity as a global business leader, Jim is involved in a number of activities focused on societal progress and the role of business in society.

Jim is the author of two books, “Dreams and Details”, which explores a new leadership model, and “Tech for Life”, focused on the responsible use of technology.

## CMi MENTORS

### DR ANTHONY (TONY) HAYWARD



#### Major Career Roles

- CEO, BP plc
- Chair, Glencore plc
- CEO and Chair, Genel Energy plc

#### Other Career Highlights

- Member, US Business Council
- Member, UK Business Council
- Director, Peter G Peterson Institute for International Economics
- Advisory Board member, British Museum
- Adviser, Tsinghua School of Economics and Management (TSEM)
- Partner, AEA Investors LP
- Advisory Board member, L1 Energy Ltd
- Trustee, Emirates Foundation
- Board member, TNK-BP
- Advancement Board Chair, Aston University
- Non-Executive Director, Tata Steel Ltd
- Senior Independent Non-Executive Director, Corus
- Adviser, Citibank Europe plc

#### Industry Knowledge

Dr Tony Hayward has extensive global Board experience in the mining, oil and gas, financial services, energy, steel, and private-equity sectors.

Tony is Executive Chair of Sierracol, the largest independent oil producer in Colombia, a Non- Executive Director of Noga Holding, a company established by the Kingdom of Bahrain to manage its oil and gas assets, and the founder, Chair and CEO of Energy Transition Partners BV, a SPAC listed in Amsterdam.

Tony was Group CEO of BP plc from 2007 to 2010, having joined the company in 1982 as a rig geologist in the North Sea. Following a series of roles overseas, he joined the Exploration and Production Executive Committee in 1997. He then became Group Treasurer in 2000, and CEO for BP plc's Exploration & Production Business and a member of the Main Board of BP plc in 2003.

In 2011, Tony founded Vallares plc, a \$2.2bn acquisition company listed on the London Stock Exchange. Following the merger of Vallares plc and Genel Energy International, the largest oil producer in the Kurdistan Region of Iraq, he became CEO of Genel Energy plc in November 2011 and subsequently Chair in 2015. Tony was Chair of Glencore from 2013 to 2021.

Tony holds visiting professorships at Aston University and the University of Edinburgh, where he has helped establish Ocean Leaders, an executive leadership programme for professionals involved in managing and conserving the world's oceans.

### PAUL HERMELIN



#### Major Career Roles

- Group Chair and former CEO, Capgemini
- Senior Adviser, Eurazeo
- French Chair, India-France Large Companies Forum
- Special Envoy, French Government for India-France Economic Relationships

#### Industry Knowledge

Paul Hermelin is an experienced Chair and CEO of CAC 40, Euronext 100, SBF 120 and private sector companies. His multi-industry knowledge of consulting, digital transformation, engineering services, insurance, software and computer services, and technology over the last 20+ years of working in senior-leadership positions at these companies has given him a vast wealth of experience.

Paul is Non-Executive Chair and the former CEO of Capgemini, a global leader in consulting, digital transformation, technology and engineering services. He is Senior Adviser at 360Learning Corp., and Senior Adviser to Eurazeo, a large French private-equity fund. He is also Chair of the Opera Festival of Aix-en-Provence, the French Chair of the India-France Large Companies Forum and the Special Envoy of the French government for India-France economic relationships, as well as author of the book "La science en procès: sans innovation, pas de démocratie".

Paul is a thought leader on technology, digital transformation and disruption. He is an intellectual and strategic global thinker and reflects on macro-economic matters around the globe, demonstrating a profound, global overview. He is multicultural and well connected in Europe, the US, Asia and the Middle East.

#### Other Career Highlights

- Independent Director, AXA SA
- Chief of Staff, Minister of Industry and Foreign Trade, French government

He has a breadth of knowledge and experience of (all developments in) India, where under his leadership the Capgemini headcount grew from 120 to 140,000 people.

Paul spent the first 15 years of his professional life in the French government, primarily in the Ministry of Finance. He held a number of positions in the Budget Office and on various ministry staffs, including that of Finance Minister Jacques Delors. He was Chief of Staff to the Minister of Industry and Foreign Trade (1991 to 1993). In 1993, Paul stepped out of the government world and into the evolving technology world.

He joined the Capgemini Group in 1993, where he was first in charge of co-ordinating central functions. In 1996, he was appointed member of the Management Board and CEO of French and South Europe operations. In 2000, following the merger of Capgemini and Ernst & Young Consulting, he became COO of the Group and Director. In 2002, he became CEO of the Capgemini Group, followed by Chair and CEO in 2012.

Following the separation of the functions of Chair and CEO, which took place in 2020 as part of the succession to the group's general management, Paul retains the Chairmanship of the Board of Directors of Capgemini SE.



## CMi MENTORS

### TOBIAS HESTLER



#### Major Career Roles

- CFO, Haleon plc
- CFO, GSK plc

#### Industry Knowledge

Tobias Hestler has a wealth of experience as a commercial and transformation-oriented FTSE 100 CFO and Non-Executive Director, with international experience spanning Consumer and Animal Health, OTC, Generic, and Biosimilars Medicines industries. His expertise encompasses global manufacturing footprints, innovation cycles, consumer marketing, B2B, and direct selling go-to-market models.

Tobias is the former Group CFO and Executive Board member of Haleon plc, a role he held from 2021 to 2024. Haleon was formed in 2019 through a Joint Venture of the Consumer Healthcare businesses of Pfizer Inc. and GSK plc. Tobias led the integration of those businesses as its CFO and the subsequent preparation of the spin-off and listing of Haleon as an independent company coupled with a major portfolio transformation (that included divesting over 50 brands).

Prior to this he held the role of CFO for GSK's Consumer Healthcare business, while the business was a Joint Venture between Novartis and GSK (until 2018). Prior to joining the Novartis/GSK Joint Venture in 2017, Tobias was the Global CFO at Sandoz - Novartis' Generics Business. In 2010, he was named CFO for the former Novartis Consumer Health Division (which included the CibaVision, Animal Health and OTC businesses of Novartis), a position that evolved into Tobias' role as CFO for the Novartis OTC division.

#### Other Career Highlights

- Chair, Careers and Enterprise Company
- Advisory Committee member, London Business School
- Chair, Hexal AG

Earlier in his career he held both local and global finance leadership roles at Novartis in the US, Germany, Austria, and Switzerland. His positions included CFO for the Animal Health division, Global Controller for Sandoz, and CFO for Hexal AG.

Tobias holds an MBA (lic.oec.HSG) in Finance and Accounting from the University of St Gallen.

Previously, he was Chair of Hexal AG and Non-Executive Director and Audit Chair at Pradaschier AG.

Tobias is a passionate mentor and advocate for LGBTQ+ diversity, equity, and inclusion, showcasing the impact of LGBTQ+ leadership at the FTSE board level.

Tobias is deeply committed to mentoring and developing the next generation of finance leaders. He is a regular speaker and teacher at the university, a member of Deloitte's Next Gen CFO Programme and of London Business School's Future Supply Chain Leaders Programme, sharing his knowledge and experience with the next generation of leaders.

### CHRISTINE HODGSON CBE



#### Major Career Roles

- Chair, Severn Trent plc
- Senior Independent Director and RemCo Chair, Standard Chartered plc
- Executive Chair and Group Executive Committee member, Capgemini UK plc

#### Industry Knowledge

Christine Hodgson has over 25 years of international senior-leadership experience across multiple sectors including technology, software and computer systems, financial services, government and education industries. She offers extensive Board and governance experience as well as a deep understanding of business, finance and technology leadership.

Christine is Chair of Severn Trent plc, Chair of Newton Europe consultancy, Chair of Council and Senior Pro-Chancellor for Loughborough University and an Adviser to the Spencer Stuart partnership.

During Christine's tenure at Capgemini, a global leader in consulting, digital transformation technology and engineering services, she has held a variety of roles, including CFO for the UK, CFO for the Global Outsourcing business and CEO of Technology Services North-West Europe.

#### Other Career Highlights

- Chair, Careers and Enterprise Company
- Non-Executive Director, Tech Partnership
- Member, UK Department for Education's Business Forum
- Non-Executive Director, Ladbrokes Coral Group plc
- Trustee, Business in the Community
- Trustee, MacIntyre Care

Christine was the first female Executive Committee member of the Capgemini Group. She was also Chief Corporate Social Responsibility Officer and a member of the Group Executive Committee of Capgemini SE.

In 2020, Christine was awarded a CBE for Services to Education and an Honorary Degree from Loughborough University in 2019.

## CMi MENTORS

### CHARLES (CHAD) HOLLIDAY



#### Major Career Roles

- Chair, Shell plc
- Chair, Bank of America Corp.
- Chair/CEO, DuPont de Nemours & Co.
- Adviser, US Department of Energy
- Senior Non-Executive Director, Venterra Group plc

#### Industry Knowledge

Chad Holliday has a wealth of professional experience as a Chair across the AEX, Euronext 100, FTSE 100, S&P 100, S&P 500, STOXX Europe 50 and private companies. He has over 20 years of senior-leadership expertise in the chemicals, oil and gas, engineering and sustainable development industries.

Chad is Lead Independent Non-Executive Director at Venterra Group plc and Lead Independent Director at Deere & Company. He is also a senior adviser to Critical Resource Strategy & Analysis, an adviser to the US Government's Department of Energy, and Managing Partner of East Meets West Solutions LLC. Previously, Chad was Lead Independent Director at Hospital Corporation of America (HCA Healthcare Inc). and Lead Independent Director at Deere & Company.

Chad began his career as an Engineer at DuPont (EI DuPont de Nemours & Co) in 1970, and was appointed Chair and CEO in 1999. While under Chad's leadership, DuPont established a goal of achieving sustainable growth, increasing shareholder and societal value while simultaneously decreasing DuPont's environmental footprint.

#### Other Career Highlights

- Chair Emeritus, US Council on Competitiveness
- Lead Independent Director, CH2M HILL Companies Ltd
- Director, Analog Devices Inc.
- Various roles, Dupont de Nemours & Co.

As a result, DuPont has shifted from being a chemical company to being a science-based products and services company. He has a deep understanding of international strategic, commercial and environmental issues, and gained extensive experience in the areas of safety and risk management during his time with DuPont.

He is also a founding member of the International Business Council and a Co-Chair of the Mission Possible Partnership (MPP), an alliance of climate leaders focused on supercharging efforts to decarbonise some of the world's highest emitting industries in the next 10 years. MPP is a joint venture between multiple NGOs including the World Economic Forum to expand and accelerate the work of 7 nascent industry working groups in aluminum, aviation, cement and concrete, chemicals, shipping, steel and trucking.

### DR FRANZ HUMER



#### Major Career Roles

- Chair, Roche Holding AG
- Chair, Diageo
- Chair, Neogene Therapeutics
- Chair, HMNC Holding Brain Health GmbH
- Independent Director, Allogene Therapeutics
- Board of Directors, Emil Frey Holdings

#### Industry Knowledge

Dr Franz Humer has over 30 years of international experience serving as Chair across FTSE 100, SMI and STOXX Europe 50 companies, giving him a vast wealth of multi-industry knowledge of pharmaceutical and biotech, and private-equity companies.

Franz was previously Chair of Roche Holding AG, Chair of Diageo and Neogene Therapeutics. He is currently Chair of HMNC Brain Health, Chair of the Board of Directors of the International Centre for Missing and Exploited Children, and Chair of the Humer Foundation and Chair of Kallyope Inc.

Professional experience from positions in the pharmaceuticals industry at, among others, Schering Plough Corp. and at Glaxo, where he was Managing Director of Glaxo Pharmaceuticals UK and a member

#### Other Career Highlights

- COO, Glaxo plc
- Board member, Allianz SE
- Vice Chair, Wisekey Intl Holding Ltd
- Senior Independent Non-Executive Director, Arix Bioscience plc
- Board of Directors, Citigroup Inc. New York
- Independent Director, Kite Pharma Inc.
- Director, Chugai Pharmaceutical Company Ltd
- Independent Director, Zurich Insurance Group AG
- Chair, INSEAD
- Chair, Board of Directors, International Centre for Missing and Exploited Children
- Adviser, Breakthrough Properties (US)

of the Board of Glaxo Holdings plc. In 1995, he joined Hoffmann-La Roche as a member of its Board and the Head of its Pharmaceutical Division, progressing to become Chair and CEO in 2001, and between 2008 and 2014 the Chair of Roche Holding Ltd.

Franz was an Independent Director with Citigroup Inc., Chugai Pharmaceuticals Ltd (Japan), Arix Bioscience plc and Kite Pharma (biotech company in Los Angeles).

In addition to Franz's Chair roles he is currently a Board Director of Allogene Therapeutics and Emil Frey Holdings, and an Adviser to Temasek Holdings, Letterone Healthcare, Target PharmaSolutions and Breakthrough Properties, as well as a number of start-up companies.



## CMi MENTORS

### PABLO ISLA



#### Major Career Roles

- Chair/CEO, Inditex
- Co-Executive Chair, Altadis Group
- General Secretary and Executive member, Banco Popular
- General Director of State Assets, Finance Ministry
- President, Amara NZero

#### Industry Knowledge

Pablo Isla has a wealth of senior leadership experience, specialising in retailing, e-commerce, innovative business and supply chain strategies, and leadership in environmental, social, and governance (ESG) practices.

In 2005, Pablo joined the Inditex Group as CEO, and in 2011 he became Chair and CEO of the company until March 2022. During this period, Inditex became a world leader in the retail sector and a benchmark in digital integration and sustainability.

Pablo is the Lead Independent Vice Chair of Nestlé, a member of the Supervisory Board of Bertelsmann and Senior Counsel and Global Senior Adviser at Cinven. He is President of Amara NZero and Chair of the International Advisory Board of IE University. He is also a member of the Board of Trustees of the Museo del Prado, Madrid's Teatro Real and La Caixa Foundation, among others.

#### Other Career Highlights

- Group General Counsel, Banco Popular
- Official Delegate Commission on International Trade Law, Spanish Government, United Nations
- State Attorney, Spain

Previously, Pablo was also a member of the Board of Directors of Telefonica from 2003 to 2017.

Pablo held the position of Director of Legal Services at Banco Popular from 1992 to 1996, when he was appointed General Director of State Assets in the Finance Ministry. In 1998 he returned to Banco Popular Español as General Secretary and in 2000 Pablo became Co-Chair and Co-CEO of the Altadis Group.

Pablo's exceptional leadership was acknowledged when he was named best CEO in the world by the Harvard Business Review in both 2017 and 2018.

Pablo is a Law graduate of the Complutense University of Madrid, and a State Attorney where he was ranked number one in his class.

### NIELS JACOBSEN



#### Major Career Roles

- CEO, Demant Group
- CEO, William Demant Invest AS
- Board member, Novo Nordisk AS
- Chair, LEGO Group
- Vice Chair, A.P. Møller – Mærsk AS
- Deputy Chair, About You Holding GmbH
- Chair, Ossur hf.

#### Industry Knowledge

Niels Jacobsen has more than 30 years of international senior-leadership experience with multi-industry knowledge in hearing care, MedTech, retail, e-commerce and renewable energy through his experience as a Chair and CEO for private-sector companies.

Niels is the former CEO of the Demant Group, the Danish industrial group. He is now Vice Chair of William Demant Invest AS, and Deputy Chair at ABOUT YOU, one of the fastest growing e-commerce companies in Europe (Hamburg's first unicorn since 2018), a fashion and technology corporation aiming to digitalise the classic shopping stroll on to the smartphone. Previously, he was Chair of the LEGO Group from 2008 to 2017, Deputy Chair of A.P. Møller – Mærsk AS from 2009 to 2018 and a Board member of Novo Nordisk from 2000 to 2008.

The Demant Group is a Danish industrial group in the hearing healthcare field. Niels joined the hearing-aid company Oticon in 1992 as Executive Vice President, and was appointed President and CEO of the company in 1998, a position he held until 2017. Thereafter, he became CEO of William Demant Invest AS, the parent company of the Demant Group.

#### Other Career Highlights

- Chair, LEGO Group
- Independent Vice Chair, A.P. Møller – Mærsk AS
- Independent Board member, Novo Nordisk AS

In 1995, Demant AS was listed on the Copenhagen Stock Exchange. During Niels' tenure as CEO, the company developed from a hearing-aid company to a world-leading hearing healthcare and technology group. In 1991, Oticon's revenue was DKK 477m and the company's profit was DKK 9m. In 2016, the last full year of Niels' tenure as CEO of Demant, the company's revenue was DKK 12bn, the operation profit was DKK 2bn and the company employed more than 12,000 people.

Niels has extensive international senior-leadership experience from major global companies in the global healthcare and MedTech industry, business management and Board experience, as well as in-depth insights into financial matters, accounting, risk management and M&A.

Niels was elected Chair of the Year 2013 by PwC Denmark and Nordic Chair of the Year 2013.

## CMi MENTORS

### PENNY JAMES



#### Major Career Roles

- Senior Independent Non-Executive Director, Hargreaves Lansdown plc
- CEO and CFO, Direct Line Group Insurance plc
- Director of Group Finance and Group Chief Risk Officer, Prudential plc
- Independent Non-Executive Director, QBE Insurance Group

#### Industry Knowledge

Penny James has extensive experience in the insurance, asset management and fintech sectors, and has been a member of 5 listed Boards from AIM to FTSE 20 in scale. Penny is passionate about the role business plays in society especially in relation to inclusion, climate transition and financial well-being.

Penny is a Senior Independent Non-Executive Director of Hargreaves Lansdown plc, Independent Non-Executive Director of QBE Insurance Group and Mitie Group plc, and was previously CEO of Direct Line, where she was promoted from CFO. During her tenure at Direct Line, Penny led the transformation of the business from a traditional and underinvested insurer, into a consumer led tech, data and AI business.

Prior to Direct Line, Penny gained deep experience in capital and financial structuring as Director of Group Finance at Prudential plc, prior to being Group Chief Risk Officer where she was responsible for leading risk oversight globally. She has also been Group CFO at Omega Insurance Holdings Limited.

#### Other Career Highlights

- Non-Executive Director, Admiral Group plc
- Co-Chair, FTSE Women Leaders Review

Penny was a Non-Executive Director of Admiral Group plc and CFO of UK General Insurance at Zurich Financial Services AG, where she was responsible for development and implementation of strategic direction and planning, financial control and performance and capital management.

Penny is Co-Chair of the FTSE Women Leaders Review, a charity focusing on increasing women's representation across UK Boards and Leadership positions.

### TOM JOHNSTONE CBE



#### Major Career Roles

- Chair, Husqvarna AB
- Chair, Wärtsilä OYJ
- Chair, Combient AB
- Independent Director, Investor AB
- Independent Board member, Volvo Car Corp.
- Board member, Northvolt AB

#### Industry Knowledge

Tom Johnstone is a highly experienced Chair and CEO of OMX Helsinki 25, OMX Stockholm and other private and public companies. Tom's 19 years of international senior-leadership experience have given him a multi-industry knowledge of automotive, engineering and electronics and electrical equipment, and household products.

Tom is Chair of Husqvarna AB, Chair of Wärtsilä OYJ, Chair of Combient AB and Interim Chair of Northvolt AB. He is an Independent Director at Investor AB. Previously he was also Chair of the British-Swedish Chamber of Commerce and Board member at Volvo Car Corp.

#### Other Career Highlights

- President and CEO, SKF Group
- Chair, British-Swedish Chamber of Commerce

Tom has held several management positions within the SKF Group. From 2003 to 2014, he was President and CEO of the group. During his tenure, SKF evolved into a knowledge engineering company. Global sales grew from some 42 BSEK to 71 BSEK, profitability doubled and had a TSR over the period of 400%. SKF's leading performance in sustainability was recognised globally with its inclusion in the Dow Jones Sustainability and the FTSE4Good indices.



## CMi MENTORS

### HUBERT JOLY



#### Major Career Roles

- Chair/CEO, Best Buy Co.
- Board member, Johnson & Johnson
- Board member, Ralph Lauren Corp
- Senior Lecturer, Harvard Business School
- International Advisory Board member, HEC Paris

#### Industry Knowledge

Hubert Joly has a vast wealth of experience, having served as Chair and CEO to S&P 500 companies, with over 20 years of international senior-leadership experience. Hubert has multi-industry knowledge of consumer goods, retail, travel and hospitality, media and entertainment, pharmaceuticals, biotechnology, software, and computer services.

Hubert is the former President and CEO, Chair and CEO and, finally, Executive Chair of Best Buy Co. He is also an Independent Director at Johnson & Johnson and Lead Independent Director at Ralph Lauren Corporation. He is a Senior Lecturer at Harvard Business School, a member of the International Advisory Board of HEC Paris, a Trustee of the Minneapolis Institute of Arts and of the New York Public Library, and Adviser at Just Capital and World 50 – G100.

Hubert led Best Buy Co. from 2012 to 2020, as President and CEO, Chair and CEO and Executive Chair. Under Hubert's leadership, customer satisfaction and employee engagement increased dramatically, the company's carbon footprint went down by more than 50 per cent, and Best Buy's share price went from a low of \$11 to around \$90.

#### Other Career Highlights

- President/CEO, Carlson Inc.
- President/CEO, Carlson Wagonlit Travel
- Senior Executive, Vivendi Universal
- Partner, McKinsey & Co.

Prior to Best Buy, Hubert was the President and CEO of Carlson Companies from 2008 to 2012, a global leader in the hospitality and travel industry, employing more than 175,000 people in over 160 countries and territories. From 2004 to 2008, he was the CEO of Carlson Wagonlit Travel, and prior to that he was a Senior Executive at Vivendi (a French media conglomerate), the President of EDS France and a Partner at McKinsey & Co.

Hubert is also the author of the best-selling book "The Heart of Business: Leadership Principles for the Next Era of Capitalism" (2021).

Hubert has been recognised as one of the top 100 CEOs in the world by the Harvard Business Review, one of the top 30 CEOs in the world by Barron's, one of the top 10 CEOs in the US by Glassdoor, and one of the top 50 Management Thinkers in the world by Thinkers50 and winner of their 2021 Leadership Award.

### DR ILHAM KADRI



#### Major Career Roles

- CEO, Solvay
- Independent Director, L'Oréal and A.O. Smith Corp.
- Chair, World Business Council for Sustainable Development

#### Industry Knowledge

Dr Ilham Kadri is a highly experienced CEO of BEL 20 and CAC companies, which she has acquired over her 25+ years of international senior leadership. This has allowed her to attain a multi-industry knowledge in chemicals, water treatment, oil and gas, service industry, home and personal care, M&A, equity and debt financing, and private equity, making her experience invaluable.

Ilham is CEO of Syensqo SA/NV; and a Board member at L'Oréal and A.O. Smith Corp. She is also the Chair of the World Business Council for Sustainable Development (WBCSD) since 2022, and Vice President of the European Chemical Industry Council (CEFIC).

Ilham was CEO of Solvay. Under her leadership, Solvay launched its new purpose, its G.R.O.W. strategy, Solvay One Planet committing to carbon neutrality, and Solvay One Dignity targeting an inclusive and equitable culture to promote diversity. She consistently reformed, transformed and unleashed the company's potential, delivering record financials and non-financials results in her 4-year tenure.

Ilham was the first female General Manager at Dow in the Middle East and Africa region and launched the first non-fossil fuel water-treatment plant in the region's history.

#### Other Career Highlights

- President/CEO, Diversey Inc.
- Senior VP/Division President, Sealed Air Corp.
- General Manager, Dow Chemical Co.
- Founder, Hygieia Network and the Solvay Solidarity Fund

True to her humanist values, she founded two non-profits: the ISSA Hygieia Network in the US, and wrote the blog post "Invisible Heroes", dedicated to women who clean our world; and in 2020 she founded the Solvay Solidarity Fund, which supported 7,000 people around the world impacted by the pandemic and other hardships. She currently hosts a podcast called "AND is the future", bringing together thought leaders in business, science and art.

Prior to leading Solvay, Ilham was CEO and President of Diversey in the US. She led the company's turnaround, transformed it into a leader in hygiene and cleaning, and executed its spin-off and successful sale to private equity. She has also held various positions at top multinationals Shell, Dow and Sealed Air.

Ilham was decorated with the Légion d'honneur and was ranked 21st in Fortune's Most Powerful Women International in 2019. In 2016 and 2017, she took home eight Stevie® awards and won the Golden Award for Woman of the Year in the industry (2017). She is a Doctor Honoris Causa of the University of Namur (BE) and EWHA University (KR). Ilham is a member of the Belgium Royal Academy of Sciences, the European Round Table, and the IBC's World Economic Forum.

Ilham is a chemical engineer and holds a Doctorate in Macromolecular Physics and Chemistry.

## CMi MENTORS

### SUSAN KILSBY



#### Major Career Roles

- Chair, Fortune Brands Innovations Inc.
- Chair, Shire plc
- Senior Independent Director, Diageo
- Senior Independent Non-Executive Director, BHP Group plc
- Regional Chair, Credit Suisse Group AG
- Non-Executive Director, Unilever

#### Industry Knowledge

Susan Kilsby has a wealth of professional Board experience from positions in the finance, aviation, consumer goods, retail, mining and pharmaceuticals sectors.

Susan is Independent Chair of Fortune Brands Innovations Inc. and Senior Independent Non-Executive Director and Remunerations Committee Chair at Diageo plc. She is a Non-Executive Director at Unilever plc, the UK's National Health Service (NHS England) and the UK's Takeover Panel. She is also Senior Industry Adviser to Star Mountain Capital LLC and an Advisory Board member of Diligent Institute and a Board member of COFRA Holding AG.

Susan is also a Trustee of Wellesley College in the US and a Senior Visiting Fellow of Bayes Business School, London, where she is Chair of the M&A Research Centre.

#### Other Career Highlights

- Senior Independent Non-Executive Director, Signature Aviation plc
- Advisory Board member, Yale School of Management
- Non-Executive Director, Goldman Sachs International
- Independent Director, Coca-Cola HBC AG
- Independent Director and AuditCo Chair, Keurig Green Mountain Inc.
- International Chair, Competitor Diversity Forum
- Advisory Board member, Gordon A. Rich Foundation
- Advisory Board member, Diligent Institute
- Senior Adviser, Credit Suisse Group AG
- Non-Executive Director and RemCo Chair, L'Occitane International SA

Susan joined the First Boston Corp., a predecessor company of Credit Suisse, in 1980, working in the Mergers and Acquisitions Group in New York until 1992. She later moved to London as Head of Credit Suisse's European Consumer, Retail & Services group in Investment Banking, and from 2002 until 2007 was Head of Mergers & Acquisitions and Strategic Advisory for EMEA and later Chair, prior to being named a Senior Adviser.

From 2009 to 2014, Susan was a Senior Adviser to Credit Suisse where she focused on senior-level coverage of global corporations. In 2007, Susan was recognised by both Forbes and Financial News as one of the Top Ten Women in Finance, and was again recognised by Financial News each year from 2008 to 2011. From 2010 to 2013, she was Chair of the international region of C200, an organisation composed of leading women in business globally, and was a founding member of the Competitor Diversity Forum in London.

### CLEMENT KWOK



#### Major Career Roles

- CEO, Hong Kong & Shanghai Hotels Ltd
- Expansion of Peninsula Hotels brand

#### Industry Knowledge

Clement Kwok has almost 45 years of leadership experience, primarily in the finance and hospitality sectors. Clement served as Managing Director and CEO of Hong Kong and Shanghai Hotels Limited (HSH) for over 22 years. Under his leadership, HSH expanded its Peninsula Hotels brand globally, adding iconic properties in Tokyo, Shanghai, Paris, London and Istanbul.

Before joining HSH, Clement was the Finance Director at MTR Corporation, where he managed the company's IPO and several global bond issues, as well as overseeing significant infrastructure and real estate developments. Earlier in his career, Clement spent 12 years in investment banking with Barclays de Zoete Wedd (BZW) and Schroders Asia Limited, where he led major IPOs and mergers and acquisitions work for many of Hong Kong's top corporate groups, banks and the Hong Kong Government.

#### Other Career Highlights

- Member of World Travel & Tourism Council
- Prize winning chartered accountant
- Led major IPOs for HK corporates, banks and Government

Clement is currently an Independent Non-Executive Director and Audit Committee Chair of Hang Seng Bank. He has previously served as an Independent Non-Executive Director and Audit Committee Chair of Swire Pacific. He also serves as a member of the World Travel and Tourism Council.

Clement is a prize-winning chartered accountant and graduated with a first-class honours degree from the London School of Economics..



## CMi MENTORS

### MONIQUE LEROUX CM, OQ, FCPA, FICD



#### Major Career Roles

- Senior Adviser, Fiera Capital
- Senior Adviser, Teneo SA
- Independent Board member, Michelin
- Independent Corporate Director, BCE/BELL and Couche-Tard
- Chair, Michelin ESG Committee and BCE Corporate Governance Committee
- Chair, Industry Strategy Counsel (Canada)

#### Industry Knowledge

Monique Leroux is an experienced Chair within private-sector companies, state-owned corporations and government and has a wealth of experience and multi-industry knowledge in finance, insurance and manufacturing.

Monique is Senior Adviser to Fiera Capital and Teneo SA. She is an Independent Board member of Michelin, BCE/BELL, Couche-Tard and Lallemand. She is a Strategic Adviser at Novisto Inc. and also chairs Michelin's ESG Committee and BCE's Corporate Governance Committee.

From 2016 until 2022, she served as Independent Board member with S&P Global Inc. From 2008 to 2016 she was Chair, President, and CEO of Desjardins Group (the leading co-operative Canadian financial and insurance group), having served as the company's CFO for 4 years. Before joining Desjardins Group in 2001, she was a Partner at Ernst & Young (Canada) and Senior Vice President at RBC (Royal Bank of Canada).

Companion of the Canadian Business Hall of Fame (CBHF) (2018) and the Investment Industry Hall of Fame (IIAC), Monique Leroux is now a Corporate Director and Senior Adviser. She contributes her broad international business experience as Partner at Ernst and Young (EY), Chair of the Board and CEO of Desjardins Group and Chair of the Board of Investissement Québec. During the past 10 years,

#### Other Career Highlights

- Independent Board member, S&P Global Inc.
- Chair/President/CEO, Desjardins Group
- Board Chair, Investissement Québec
- Independent Board member, Credit Industriel et Commercial SA
- Senior Vice President, Royal Bank of Canada (RBC)
- Partner, Ernst & Young
- Board Chair, Sherbrooke University
- Advisory Board Chair, Neuro Institute

Monique has been very active in the B7 and B20 global meetings, representing Canada.

In May 2020, Monique was appointed Chair of the Industry Strategy Council by the Minister of Innovation, Science and Industry of Canada, which provided advice and reports to government during the pandemic. She is a member of the G7 Impact Taskforce, representing Canada.

Very active in the Canadian community, she is Vice Chair of the Montreal Symphony Orchestra (OSM), Chair of the Board of the Conservatoire de musique et d'art dramatique du Québec, and Chair of the Board and Governance Committee of Université de Sherbrooke and Advisory Board Chair of the Neuro Institute.

Monique is a Companion of the Order of Canada, an Officer of the Ordre national du Québec, a Chevalier of the Légion d'honneur (France) and a recipient of the Woodrow Wilson Award (United States). She has been awarded Fellowship by the Ordre des comptables professionnels agréés du Québec and the Institute of Corporate Directors, and holds honorary doctorates and awards from 10 Canadian universities in recognition of her contribution to the business sector and to the community. She is also a Director Emeritus and was a member of the Executive Committee of the Rideau Hall Foundation. She has also published three books.

### RONNIE LETEN



#### Major Career Roles

- Chair, Ericsson AB
- Chair, Electrolux AB
- Chair, Epiroc AB
- President/CEO, Atlas Copco AB

#### Industry Knowledge

Ronnie Leten has a vast wealth of experience cultivated over 30 years of international senior-leadership experience from being Chair and CEO of OMX Stockholm 30 and private-sector companies. This array of experience has given Ronnie a multi-industry knowledge in diversified industrials, automotive, manufacturing and private equity.

Ronnie is Chair of Epiroc AB. He is the former CEO of Atlas Copco AB, where during his 8-year tenure he spearheaded a substantial M&A programme and Atlas Copco's market capitalisation quadrupled to €45bn. He stepped down from this role in 2017. He was also previously Chair of Ericsson AB.

Professional experience includes positions in the automotive and industrial sector at Atlas Copco AB and Tenneco Automotive. Ronnie held various leadership roles within the Atlas Copco Group.

#### Other Career Highlights

- Board member, SKF AB
- Board member, Ipco AB
- Chair, Piab Group AB

Ronnie's previous positions include Plant Manager of Tenneco Automotive in Belgium and various positions within General Biscuits SA in Belgium.

Ronnie was Non-Executive Director on the Board of SKF AB, a Non-Executive Director on the Board of Electrolux AB, and Chair of Electrolux AB from 2014 until 2018.

## CMi MENTORS

### TORSTEN LEUE



#### Major Career Roles

- CEO, Talanx AG
- CEO, HDI V.a.G.
- Chair, Hannover Re
- Chair, E+S

#### Industry Knowledge

Torsten Leue has over two decades of international senior-leadership and industry experience in the finance and retail sectors. His global career has equipped him with a profound understanding of diverse global markets and cross-cultural dynamics while speaking several languages.

Torsten has been the CEO of Talanx AG and HDI V.a.G. since May 2018. He has been instrumental in driving the cultural transformation and growth of the company. From 2010 to 2018, he headed the company's international retail business and transformed the organisation through organic and inorganic growth. From 2016, he was additionally in charge of Group Human Resources.

#### Other Career Highlights

- Regional CEO, Allianz (CEE)
- CEO, Allianz Slovakia
- Non-Executive Director, Unicredit (CEE)
- CEO, HDI Retail International

After traineeship at Deutsche Bank AG, Torsten began his career at Allianz, where he held various functions in Germany and abroad for 17 years. He held positions as regional CEO in CEE and CEO Allianz Slovakia until 2010 before joining the Talanx Group.

Torsten was President of the Slovak Insurance Association and a member of the Strategic Board of the European Insurance Association CEA.

Torsten holds a Master of Business Administration from FU Berlin, Germany.

### PETER LIVANOS



#### Major Career Roles

- Chair, GasLog Ltd
- Chair, Drylog Ltd
- Chair, Ceres Shipping Ltd

#### Industry Knowledge

Peter Livanos is a businessman and entrepreneur with a wealth of international professional experience across the oil and gas, and shipping sectors.

Peter is Chair of Gaslog Ltd, DryLog Ltd and Ceres Shipping Ltd. He is the co-founder and Partner of MW&L Capital Partners Ltd, a member of the Council of the American Bureau of Shipping and Chair of the Greek National Committee. He is also a member of the Board of Trustees for New York-Presbyterian Hospital.

In 1989, Peter formed Seachem Tankers Ltd, which joined forces with Odfjell in 2000, creating Odfjell ASA, the world's largest chemical-tanker operator.

#### Other Career Highlights

- Chair, Euronav NV
- Board member, Odfjell SE
- Founder, Seachem Tankers Ltd
- Advisory Board member, DVB Nedship Bank
- Board member, International Shipowners Reinsurance Co.
- Non-Executive Director, Sigco PTC Ltd
- Director, West of England Insurance Services (Luxembourg) SA
- Director, Onassis Foundation
- Director, John F Kennedy School
- Board member, Hellenic Marine Environment Protection Association

Peter is also the Chair of Ceres Shipping, a family shipping group with interests in the dry bulk and liquified natural-gas transportation sectors. In addition, he pioneered the move of Greek shipping into LNG transportation and is the controlling shareholder of GasLog Ltd, one of the largest private LNG fleets.

Peter continues as the third generation in the family shipping group and is keenly interested in the management of family succession.



## CMi MENTORS

### PETER LÖSCHER



#### Major Career Roles

- Supervisory Board Chair, Telefónica Deutschland Holding AG
- Board member, Telefónica SA
- Board member, Royal Philips
- Board member, Thyssen-Bornemisza Group AG
- Board member, Doha Venture Capital LLC
- Board member, Caixabank SA
- President/CEO, Siemens

#### Industry Knowledge

Peter Löscher has successfully led businesses both as CEO and Chair of companies listed on SIX, ATX, MDAX, TecDAX, DAX, EURO STOXX 50 and in the private sector. Peter's 22 years of international senior-leadership experience have allowed him to gain a multi-industry knowledge in finance, diversified industrials, education, electronic and electrical equipment, engineering and machinery, government, health, insurance, oil and gas, pharmaceuticals and biotechnology, and telecommunications. All these attributes and accolades make Peter a Titan of various industries.

Peter is Chair of the Supervisory Board of Telefónica Deutschland Holding AG. He is a Board member of Telefónica SA, Royal Philips, the Thyssen-Bornemisza Group AG, Doha Venture Capital LLC and Caixabank SA.

#### Other Career Highlights

- CEO, Renova Management AG
- Chair, OMV AG
- President, Global Human Health
- Executive Board, Merck & Co.
- CEO and Corporate Executive Council (CEC) member, GE Healthcare Bio-Sciences
- COO and Board member, Amersham plc
- Chair, Sulzer AG (Switzerland)
- Independent Non-Executive Director, Smiths Group plc
- Supervisory Board member, Deutsche Bank

Previously, Peter was the President and CEO of Siemens, CEO of Renova Management AG, President of Global Human Health and a member of the Executive Board of Merck & Co. Inc., CEO of GE Healthcare Bio-Sciences and member of GE's Corporate Executive Council, and COO and member of the Board of Amersham plc. He has also held senior-leadership positions in Aventis and Hoechst and was previously Chair of the Board of Sulzer AG, Switzerland.

Peter served as a member of the Supervisory Boards of Deutsche Bank and Munich Re and the Board of Smiths plc. He was Chair of the Supervisory Board of OMV AG, as well as Chair of the Board of Trustees of the Siemens Foundation.

He is the founder of the Peter Löscher Chair of Business Ethics and Global Governance at the Technical University of Munich.

Peter is the founding Partner of Medical Technology Venture Partners, US, Senior Adviser to Bain Capital Private Equity, LP, US, a Strategic Adviser to Teladoc Health International, Spain, and was a member of the Advisory Board at salesforce.com, US.

### HELGE LUND



#### Major Career Roles

- Chair, BP plc
- Chair, Novo Nordisk AS
- CEO, BG Group
- President/CEO, Equinor (Statoil) ASA
- President/CEO, Aker Kværner ASA
- Adviser, Norwegian Conservative Party parliamentary group and former Norwegian PM Kåre Willoch

#### Industry Knowledge

Helge Lund is a distinguished leader in the energy industry known for his open-minded and forward-looking approach. He has deep industry knowledge and global business experience of the energy, pharmaceuticals, engineering, construction, industry and shipbuilding sectors. He is an experienced Chair of public companies across FTSE 100 and STOXX Europe 50.

Helge is Chair of BP plc, Chair of Novo Nordisk AS, and serves as Operating Adviser to Clayton Dubilier & Rice LLP, and is a Board member of Belron Group SA and P/F Tjaldur. He is also on the Board of Trustees of the International Crisis Group.

#### Other Career Highlights

- Independent Director, Schlumberger Ltd
- Independent Board member, Nokia Oyj
- EVP and Deputy CEO, Aker RGI Holding ASA
- Various roles, Nycomed Pharma AS
- Management Consultant, McKinsey & Co. Inc.

Prior to his CEO roles at BG Group, Equinor and Aker Kværner, Helge held executive positions in Aker RGI ASA, an industrial holding company, and Nycomed Pharma AS, an industrial group with business activities in pharmaceuticals and energy. He worked as a Consultant for McKinsey & Co. and has served as a Political Adviser to the parliamentary group of the Conservative Party in Norway.

## CMi MENTORS

### BIRGER MAGNUS



#### Major Career Roles

- Deputy CEO, Schibsted ASA
- Managing Partner, McKinsey & Co., Norway
- Chair, Norwegian Broadcasting Corp.
- Chair, Storebrand ASA
- Chair, Oda Norway AS
- Chair, Xeneta AS
- Chair, WG2

#### Industry Knowledge

Birger Magnus has a broad professional experience covering emerging technologies, management consulting, private equity, energy, insurance, shipping, airlines, media and digital media, entertainment and publishing.

Birger is Chair of the Norwegian Broadcasting Corp. and Working Group Two AS, a JV between Cisco and Telenor offering new cloud-based software to the mobile telecoms sector. He is also Chair of Oda AS which delivers online groceries in Norway, Germany and Finland, Chair of Xeneta, which provides pricing information to the container-shipping industry and a Board member at Harvard Business Publishing.

Birger also chairs Holmenkollen Ski Festival, the charity Active Against Cancer Foundation and Norsk Klimastiftelse.

#### Other Career Highlights

- Independent Chair, Statoil Fuel & Retail ASA
- Independent Chair, Hafslund ASA
- Board member, Scandinavian Airlines Systems (SAS)
- Chair, Verdens Gang AS
- Chair, Aftenposten AS
- Chair, Svenska Dagbladet
- Chair, Aftonbladet Hierta
- Vice Chair, Aschehoug AS
- Independent Board member, Nera ASA
- Board member, WeVideo Inc.
- Chair, bMenu AS

His career has been centred on leading digital-transformation programmes in sectors such as media, insurance, energy and shipping, and he has hands-on experience of digital start-up and growth companies working with founders to scale and build sustainable companies.

During the 13 years Birger spent with Schibsted media group including as Deputy CEO, he led the digital transformation that allowed Schibsted to expand beyond Norway and put it at the forefront of digital-media business models. The work became a Harvard Business School Case Study.

Before joining Schibsted, Birger was the Managing Partner of McKinsey & Co., Norway.

### SIR JOHN MANZONI



#### Major Career Roles

- Chair Elect, Diageo plc
- Chair, SSE plc
- CEO, UK Department for Civil Service
- Independent Non-Executive Director, KBR Inc.
- CEO, Gas and Power, BP plc

#### Industry Knowledge

Sir John Manzoni is an experienced international senior leader with a career spanning multiple sectors, including alternative energy, government, beverages and oil and gas sectors.

Sir John is Chair Elect of Diageo plc, Chair of SSE plc, the UK utility company. He is also an Independent Director at KBR Inc, and an Adviser to Mace Ltd, one of the largest construction companies in the UK. He also serves on the Global Leadership Council of the Saïd Business School, University of Oxford. Previously, John was Chair of AWE (Atomic Weapons Establishment) plc, a non-departmental public body central to the UK's nuclear-defence strategy and Continuous at Sea Deterrence (CASD).

As the first ever CEO of the UK Civil Service and Permanent Secretary of the Cabinet Office, Sir John was responsible for improving execution and efficiency across the Civil Service and directly accountable for the running of the Cabinet Office, effectively the "HQ" for HM Government.

#### Other Career Highlights

- President/CEO, Talisman Energy Inc.
- Adviser, Accenture UK Ltd
- Non-Executive Director, SABMiller plc
- Chair, Leyshon Energy Ltd
- Advisory Board member, Stanford Graduate School of Business
- CEO, Major Projects Authority

Prior to the Civil Service, Sir John spent 25 years at BP plc, including as CEO of Gas and Power, and latterly as CEO of Refining and Marketing. He joined the Main Board of BP plc in 2003. From 2007 to 2012 he was President and CEO of Talisman Energy, a global exploration and production company based in Canada. He was on the Board of SAB Miller from 2005 to 2014.

Sir John was knighted for services to the public sector in 2020 and awarded International Business Leader of the Year by the Canadian Chamber of Commerce in 2010.



## CMi MENTORS

### HARALD NORVIK



#### Major Career Roles

- Chair, DNB Bank
- Chair, Scandinavian Airline Systems,
- Chair, Telenor ASA
- President/CEO, Statoil Group AS
- Chair, Oslo Stock Exchange
- Chair, TV2 and Equinor ASA
- Board member and Lead Director, ConocoPhillips

#### Industry Knowledge

Harald Norvik has almost 40 years of international senior-leadership experience with multi-industry knowledge in finance, oil and gas, telecommunications, aviation, and transportation, serving as Chair to OBX and privately held companies.

Harald is Chair of Kraft Bank, Chair of BOS PS Group, Chair of NRC (a global refugee organisation) and Chair of Barratt Due Music Institute. Previously, he was Board member of Orkla. He was also Chair of Scandinavian Airline Systems, Telenor ASA, Oslo Stock Exchange, TV2 and Equinor ASA and Deputy Chair of PGS ASA.

Harald has served on Boards and as Chair in a number of international and Norwegian companies. For 15 years he served as a Board member, and the last year as Lead Director in ConocoPhillips Inc.

#### Other Career Highlights

- Deputy Chair, PGS ASA
- Chair, Econ Management AS
- Board member, Orkla
- Chair, Kraft Bank ASA
- Chair, BOS PS Group
- Adviser, Rothschild AG
- Chair, Barratt Due Music Institute

Harald has been CFO of the Aker Group and CEO of Astrup Hoyer, and for 12 years was President and the CEO of Statoil Group AS (now Equinor).

Harald was the Personal Adviser to the Prime Minister of Norway for 3 years and State Secretary/Deputy Minister in the Ministry of Petroleum and Energy for 2 years.

Harald was also previously the Chair of the Nomination Committee for OGF Veidekke ASA and PGS ASA.

### GAVIN PATTERSON



#### Major Career Roles

- President and Chief Revenue Officer, Salesforce Inc.
- CEO, BT Group plc
- Chair, Elixirr International plc
- Chair, Business in the Community
- Chair, Kraken Technologies Inc.
- Chair, Kahoot!

#### Industry Knowledge

Gavin Patterson has significant international senior-leadership experience and has served on Boards across public markets including FTSE100, private companies, private equity-owned and AIM-listed. He has worked across multiple sectors including airlines, business services, consumer products, software, technology, telecommunications and third sectors.

Gavin is Chair of AIM-listed Elixirr International plc, Kraken Technologies Inc., and Kahoot! He is a Board member of the TPG/APAX-backed Fractal Analytics Inc and HIG Capital-backed Mobileum Inc. He is also Independent Director at Wix.com Ltd, Senior Adviser at Consello Management Ip, and Non-Executive Director at Ocado Group plc and Granahan McCourt Capital X3t Holdings Ltd. Previously, he was Chair of HRH King Charles III's charity Business in the Community.

#### Other Career Highlights

- CEO, Retail and former Managing Director, Consumer, BT Group plc
- Managing Director, Consumer, Virgin Media plc
- Non-Executive Director, British Airways plc
- Non-Executive Director, Delta Fiber Nederland BV
- Trustee, British Museum

Gavin acts as an adviser to, and investor in, several tech start-ups, serves on the Governing Council of the London School of Economics and Political Science (LSE) and is Chair of British American Business Inc.

As President and Chief Revenue Officer of Salesforce Inc., Gavin was responsible for worldwide sales and distribution during a period when sales increased from \$19bn to \$30bn.

During his tenure as CEO of BT, he completed the UK rollout of superfast fibre and started the deployment of ultrafast fibre. He also led the £15bn acquisition of EE, launched BT Sport, expanded BT's cybersecurity practice and championed BT's social-purpose agenda.

## CMi MENTORS

### LORD STUART PEACH



#### Major Career Roles

- Special Envoy, Western Balkans
- Chair, NATO Military Committee
- UK Chief of Defence Staff, Ministry of Defence
- Peer, UK House of Lords
- Chair, Imperial War Museum

#### Industry Knowledge

Lord Stuart Peach has unparalleled military and diplomatic leadership experience with over 50 years of extensive international experience at Head of State level.

Lord Peach is the UK PM's Special Envoy to the Western Balkans, Air Chief Marshal of the Royal Air Force, Deputy Lord Lieutenant of the County of Lincolnshire and Patron of the International Bomber Command Centre.

Previously he was Chair of NATO's Military Committee (Military Head of NATO), UK Chief of Defence Staff, Chair of the Imperial War Museum, and the UK Joint Intelligence Committee.

#### Other Career Highlights

- Four Military Four Star appointments
- Deputy Lord Lieutenant, County of Lincolnshire
- Former Chief, UK Operations and Director, Military Intelligence
- Air Chief Marshal, Royal Air Force

Lord Peach is a Cross Bench Peer in the House of Lords, appointed GBE in 2017, KCB in 2009 and CBE in 2001. He is a Fellow of the Royal College of Defence Studies, holds honorary doctorates from the Universities of Kingston, Sheffield, Loughborough, and Lincoln. He has received numerous honours and awards from across the globe.

### ROBERTO QUARTA



#### Major Career Roles

- Chair, WPP plc
- Chair, Smith & Nephew plc
- Partner and Chair, Clayton, Dubilier & Rice Europe LLC
- Chair and former CEO, BB Aviation plc
- Chair, Rexel SA
- Chair, IMI plc

#### Industry Knowledge

Roberto Quarta has 30 years of international senior-leadership experience acquired from working as a Chair and CEO to CAC All-Tradeable, FTSE 100, FTSE 250 and SBF 120 companies. This has given him a vast wealth of multi-industry knowledge of private equity, media and entertainment, medical technology, defence, aerospace and security, distribution (electrical supplies), engineering and manufacturing.

Roberto is Partner and Chair of the private-equity firm Clayton, Dubilier & Rice Europe LLC (CD&R).

#### Other Career Highlights

- Director, SPIE SA
- Independent Non-Executive Director, BAE Systems plc
- Independent Director, Foster Wheeler AG
- Chair, Italtel SpA
- Chair, Azure Dynamics Corp.
- Chair, Signature Aviation plc
- Chair, Brake Bros plc
- Director, Gulf Capital Pvt. JSC

Previously, he was Chair of WPP plc and Chair of Smith & Nephew plc, a FTSE 100 listed global medical devices company. He was also CEO and then Chair of BB Aviation plc, and Chair of Rexel SA and IMI plc.

Roberto has an in-depth understanding of differing global governance requirements, having served as a Director and Chair of several UK and international companies.

In addition to his Chair roles, Roberto was previously an Independent Non-Executive Director at BAE Systems plc, BTR plc, Equant NV, Foster Wheeler AG and PowerGen plc.



## CMi MENTORS

### SIR MICHAEL (MIKE) RAKE, FCA, FCGI



#### Major Career Roles

- Chair, KPMG LLP
- Senior Partner, KPMG UK and International
- Chair, BT Group plc
- Chair, Easyjet plc
- Deputy Chair, Barclays Bank plc
- Lead Director, Worldpay Inc. (now FIS)
- Chair, Majid Al Futtaim Holdings LLC
- Chair, Great Ormond Street Hospital for Children NHS Foundation Trust

#### Industry Knowledge

Sir Michael Rake is a highly experienced Chair with significant experience across public companies and private equity, as well as within financial services, technology, telecommunications, consulting, energy, property, retail and leisure, and government.

Sir Michael is Chair of Phoenix Global Resources plc, Majid Al Futtaim Holdings LLC (UAE), Wireless Logic Ltd, NewDay Ltd, Great Ormond Street Hospital for Children and Emergex Vaccines Holdings Ltd. He is also a Senior Adviser to Citigroup, Vice President of the RNIB, a Director of Trust Payments Ltd and Non-Executive Director at Frontier IP Group plc.

In addition to holding advisory positions in a number of major US, UK and European companies, he has previously been a Senior Adviser to Chatham House, a member of the University of Oxford's global Board for business reputation and a William Pitt Fellow at Pembroke College, Cambridge. He was also the first ever Chair of the Commission for Employment and Skills and the first ever Chair of the Private Equity Oversight Group Guidelines Monitoring Committee.

#### Other Career Highlights

- Chair, International Chamber of Commerce
- President, CBI
- Director, S&P Global Inc.
- Chair, Business in the Community (BITC)
- Chair, Blueprint for Better Business
- Chair, UK Commission for Employment & Skills
- Director, Prince's Charitable Foundation
- Business Advisory Group member, UK Office of Prime Minister David Cameron

Sir Michael qualified as a chartered accountant in the UK in 1972, became a partner with Peat Marwick (KPMG) continental firm in Brussels in 1979, subsequently becoming Senior Partner of Peat Marwick (KPMG) Middle East in 1986, the UK firm in 1998, the European firm in 1999 and the global firm in 2002, until he retired from the company in 2007 to become Chair of BT Group plc.

Sir Michael was knighted for services to accountancy in 2007. In 2013, he received the Channing Award for Corporate Citizenship, was voted FTSE100 Non-Executive Director of the Year, and also received the Institute of Chartered Accountants in England and Wales Outstanding Lifetime Achievement Award.

In 2011, Sir Michael received the British American Business UK Transatlantic Business Award in recognition of outstanding business leadership.

### DOMINIQUE REINICHE



#### Major Career Roles

- Chair, Chr. Hansen Holding AS
- Group Chair/President, Coca-Cola Enterprises and the Coca-Cola Co.
- Independent Designated Non-Executive Director, Deliveroo plc
- Board member, PayPal (Europe) Sarl et Cie SCA
- Senior Independent Non-Executive Director, Mondi plc
- Independent Director, AXA SA

#### Industry Knowledge

Dominique Reiniche has multi-industry knowledge in food and beverages, cultures, bacteria and enzymes, transport, financial services, as well as digital platforms both for payments/credit and food/grocery delivery, with 22 years of international senior-leadership experience as Chair and CEO.

From 2018 to 2024, Dominique was Chair of Chr. Hansen Holding AS (now part of Novonesis), a global bioscience company that develops natural solutions for the food, nutritional, animal farming and agricultural industries, where she served as Chair of the NomCo and RemCo, and as a member of the Audit Committee.

Previously, she was Senior Independent Non-Executive Director of Mondi plc and Chair of the Board of Eurostar EIL and a member of the Nomination, the Remuneration, and the Audit Committees.

Professional experience from positions in the food, beverage and hygiene/beauty care industries at, among others, Procter & Gamble and Jacobs-Suchard (now Mondelez International). Dominique has 22 years of senior-leadership experience at French and European levels, including CEO positions within Coca-Cola Enterprises and The Coca-Cola Company.

#### Other Career Highlights

- Independent Chair, Eurostar International Ltd
- Independent Non-Executive Director, Severn Trent plc
- Independent Board member, Peugeot SA (now Stellantis)

In addition to her Chair roles, she is a member of the Board of PayPal (Europe) Sarl et Cie SCA where she is Chair of the Remuneration Committee and a member of the Audit Committee, and Deliveroo plc where she is a member of the Nomination, the Remuneration and the Audit Committees.

Senior Independent Non-Executive Director of Mondi plc, where she is Chair of the Sustainability Committee and member of the Nomination and Remuneration Committees. Dominique is also experienced in chairing major industry associations European Union level (UNESDA, Food & Drink Europe), and she has been and continues to be a respected advocate of diversity, especially gender, coaching and advising female talents as part of her passion for ESG matters.

## CMi MENTORS

### PAULA ROSPUT REYNOLDS



#### Major Career Roles

- Chair, National Grid plc
- Senior Independent Non-Executive Director and RemCo Chair, BP plc
- Chair/President/CEO, AGL Resources Inc.
- Vice Chair/Chief Restructuring Officer, American International Group Inc.
- Chair/President/CEO, Safeco Corp.

#### Industry Knowledge

Paula Rosput Reynolds has long experience leading global companies and has worked across multiple sectors, including aerospace and defence, financial services, diversified industrials, utilities, and oil and gas sectors.

Paula is Chair of National Grid plc and Independent Non-Executive Director of Linde plc and GE Vernova. Previously, she was Independent Director at General Electric Co. and Senior Independent Non-Executive Director of BP plc.

She is the former Chair, President and CEO of Safeco Corp., a Fortune 500 insurer that was acquired by Liberty Mutual Insurance Group in 2008. Upon the sale of Safeco, Paula served as Vice Chair and Chief Restructuring Officer at American International Group (AIG).

#### Other Career Highlights

- Non-Executive Director and RemCo Chair, BAE Systems plc
- Independent Director and Chair, Governance & Public Affairs Committee, General Electric Co
- Independent Director, CBRE Inc.
- Independent Director, TC Energy Corp.
- Independent Director and Chair, Audit Committee, Delta Air Lines Inc.
- Independent Director, Coca-Cola Enterprises
- Director, Anadarko Petroleum Corp.
- Chair, Fred Hutchinson Cancer Center
- Chair, Cascade Public Media

Before joining Safeco, Paula was an Executive in the energy industry. She served as Chair, President and CEO of AGL Resources, a Fortune 1000 Atlanta-based energy-services holding company that has subsequently been acquired by Southern Co.

Paula and her husband, Stephen P. Reynolds, are Principals in PreferWest LLC, a family investment office. They are also actively involved in musical theatre and co-produced “Come From Away”, a Tony and Olivier Award-winning musical that ran on Broadway and is touring worldwide, including in London’s West End.

Paula was awarded a Lifetime Achievement Award by the US National Association of Corporate Directors (NACD) in 2014. She has been involved in UK governance since 2011.

### KASPER RORSTED



#### Major Career Roles

- CEO, Adidas AG
- CEO and Chair, Henkel AG & KGaA, Düsseldorf
- Board member, Siemens AG
- Board member, A.P. Møller – Mærsk AS

#### Industry Knowledge

Kasper Rorsted has over 20 years of international senior-leadership experience acquired from working as a CEO of Adidas AG (2016 to 2022) and Henkel AG & KGaA (2008 to 2016), DAX and EURO STOXX 50 companies. He has a wealth of multi-industry knowledge of consumer goods, technology, industrial, chemical and business services industries.

Currently Kasper is a Board member at A.P. Møller – Mærsk A/S and at Siemens AG, where he is a member of the Innovation Committee. He is Chair at Accell Group BV and Senior Adviser at Kohlberg Kravis Roberts & Co LP. Kasper is also an Independent Non-Executive Director at Lenovo Group Ltd.

#### Other Career Highlights

- Senior Vice President and General Manager, EMEA, Hewlett Packard SA and Compaq Computer MG
- Independent Director, Nestlé SA
- Independent Non-Executive Director, AB InBev SA
- Chair, Accell Group BV
- Senior Adviser, Kohlberg Kravis Roberts & Co LP
- Independent Non-Executive Director, Lenovo Group Ltd

Previously, Kasper served on the Boards of Nestlé SA, AB InBev SA, Bertelsmann AG, Danfoss AS and Ecolab, and at Cable & Wireless UK where he was also Chair of the Audit Committee. He was also a member of the European Round Table.

Earlier in his career, Kasper worked as Senior Vice President and General Manager EMEA at both Hewlett Packard SA and Compaq Computer MG.

Kasper was ranked by Institutional Investor as One of the best CEOs in the Luxury Goods sector in 2020.



## CMi MENTORS

### ELDAR SÆTRE



#### Major Career Roles

- President, CEO, and former CFO, Equinor ASA
- Chair, Vartdal Holding AS
- Independent Director, Subsea 7 SA
- Board member, Fjord Base Holding AS

#### Industry Knowledge

Eldar Sætre is a skilled and knowledgeable senior leader with over 15 years of executive experience across oil, gas and renewable-energy companies.

Eldar was previously CEO of Equinor ASA (formerly Statoil), the largest oil and gas group on the Norwegian continental shelf and a major global energy company with presence in more than 30 countries. Currently, he is Chair of Strømberg Gruppen AS, Vartdal Holding AS and an Independent Director of Subsea 7 SA and Fjord Base Holding AS. Eldar is currently also Chair of the Advisory Board of Vard Group AS and adviser to Nysnø Climate Investments (owned by the Norwegian Government).

#### Other Career Highlights

- Chair, Strømberg Gruppen AS
- Advisory Board Chair, Vard Group AS
- Adviser, Nysnø Climate Investments

Eldar was appointed President and CEO of Statoil/Equinor in 2015 (acting in the role from 2014). He was instrumental in transforming Equinor into a broader energy company focused on low-carbon strategies and new-energy solutions.

Eldar joined Statoil in 1980 and held several management positions in the company, mainly in the fields of accounting and finance. He was Executive Vice President and CFO from October 2003 to December 2010, when he became Executive Vice President for Marketing, Processing and Renewable energy (MPR). In MPR, he had responsibility for all downstream and marketing/trading, midstream and renewable-energy activities.

### PAOLO SCARONI



#### Major Career Roles

- Chair, Enel SpA
- CEO, ENI SpA
- Deputy Chair, Rothschild & Co.
- Deputy Chair, London Stock Exchange Group plc
- Chair, AC Milan football club
- CEO, Enel
- Group CEO, Pilkington plc

#### Industry Knowledge

Paolo Scaroni has significant international experience from his executive and non-executive career, which encompasses multiple sectors including aerospace and defence, finance, construction and building materials, education, electricity, insurance, oil and gas, pharmaceuticals and utilities.

Paolo is Chair of Enel SpA, Chair of Giuliani SpA and Chair of AC Milan football club. Previously, Paolo was Deputy Chair of Rothschild & Co.

Paolo was CEO of ENI SpA, an Italian oil and gas company, considered one of the seven “supermajor” oil companies in the world. Prior to this, he was the CEO of Enel, one of the largest utilities internationally. Pilkington was the largest flat-glass producer in the world when he was Group CEO.

#### Other Career Highlights

- Board member, Veolia Environnement SA
- Advisory Board member, Italian Council on Foreign Relations Inc. (CFR)
- Board member, Generali Assicurazioni SpA
- Board member, ABN Amro Holding NV
- Chair, Alliance Unichem plc
- Board member, BAE Systems plc

From 2000 to 2014, Paolo held a number of Non-Executive positions including Deputy Chair and Senior Independent Director at the London Stock Exchange Group plc, and Chair of Alliance UniChem plc. Paolo has also been a member of the Board of Generali Assicurazioni SpA, ABN AMRO NV, BAE Systems plc, Veolia and Alstom SA.

## CMi MENTORS

### TIM SCORE



#### Major Career Roles

- Chair, Bridgepoint Group plc
- Chair, British Land Co plc
- Deputy Chair, Pearson plc
- CFO, ARM Holdings plc

#### Industry Knowledge

Tim Score is Chair of Bridgepoint Group plc. He is also an Independent Non-Executive Director and Chair of the Audit & Risk and Remuneration Committees of the Football Association, a Trustee and Chair of the Finance & Audit Committee of the National Theatre, and Chair of the national cricket charity Chance to Shine.

Tim retired as Chair of British Land Co plc in July 2024 after 10 years on the Board (including 5 years as Audit Committee Chair) and stepped down as Deputy Chair of Pearson plc in April 2024 after 9 years (including 7 years as Audit Committee Chair, and 3 years as Senior Independent Director). He was previously Senior Independent Director, Interim Chair and Audit Committee Chair of National Express, a Non-Executive Director of HM Treasury and Chair of the Corporate Partnerships Board of Great Ormond Street Children's Charity.

#### Other Career Highlights

- Chair, Chance to Shine
- Independent Non-Executive Director, The Football Association

In his executive career, Tim was Chief Financial Officer of ARM Holdings plc for 13 years, having previously held senior finance roles at Rebus Group, William Baird plc, LucasVarity plc and BTR plc.

### FEIKE SIJBESMA



#### Major Career Roles

- Honorary Chair and former CEO, Royal DSM
- Supervisory Board Chair, Royal Philips
- Board member, Supervisory Board, Dutch Central Bank
- Co-Chair, Global Centre Climate Adaptation
- Board of Trustees, World Economic Forum
- Senior Adviser, Africa Improved Foods and Ocean Cleanup
- Independent Non-Executive Director, Unilever

#### Industry Knowledge

Feike Sijbesma has over 30 years' experience as an international executive and senior leader across multiple industries, including food, nutrition, (bio)chemicals, health, pharmaceuticals and biotechnology, diversified industrials and renewable energy. He is a leader who is highly respected and trusted globally by business, NGOs and governments.

Feike is Honorary Chair and the former CEO (2007 to 2020) of Royal DSM and Chair of the Supervisory Board of Royal Philips. He is also Co-Chair of the Global Centre on Climate Adaptation, together with Ban Ki-moon, former Secretary-General of the UN. He is a designated Global Climate Leader of the World Bank (and carbon pricing champion), member of the Advisory Council of the IMF, member of the Board of Trustees of the World Economic Forum and Co-Chair of the Business Network for Scaling Up Nutrition at the UN.

Previously, he was an Independent Non-Executive Director at Unilever and a member of the Supervisory Board of the Dutch Central Bank.

#### Other Career Highlights

- Corona Envoy, the Netherlands
- Board member, Dutch Growth Fund
- Board member, Netherlands Cancer Institute and Hospital
- Board member, Netherlands Genomics Initiative
- Chair, EuropBio
- Board member, European Chemical Industry Council
- Board member, Utrecht University
- Board member, Dutch Innovation Platform

Feike served on the Managing Board of Royal DSM, including 13 years as CEO. Under his leadership, DSM successfully transformed from a bulk-chemical company into a leading global innovative science-based company focused on nutrition, health and sustainable living. He has proven at DSM that sustainability is not only a key responsibility but also a core value and a main business driver. He is a main advocate for inclusion and diversity.

Feike studied Medical and Molecular Biology at the University of Utrecht and Business Administration at Erasmus University, Rotterdam. He is a recipient of several awards, including Humanitarian of the Year Award & Leaders of Change Award by the UN, has an honorary doctorate from Maastricht and Groningen University, the Netherlands, and was listed by Fortune as one of the World's 50 Greatest Leaders, and by Harvard Business Review as one of the World's 100 most successful CEOs. He received the Courage to Lead Award from the World Resources Institute. Feike is currently an investor in smaller companies in food and sustainability/energy and advises companies on transformations.

Feike was decorated in 2021 by the Netherlands Prime Minister as Grand Officer in the Order of Orange Nassau, one of the country's highest royal honours.



## CMi MENTORS

### CHAK-KWONG (JACK) SO, GBM, GBS, OBE, JP



#### Major Career Roles

- Chair, Airport Authority Hong Kong
- Independent Non-Executive Director, AIA Group Ltd
- Independent Non-Executive Director, China Resources Power Holdings Company Ltd
- Senior Adviser, Credit Suisse (Greater China)

#### Industry Knowledge

Chak-Kwong (Jack) So has 30+ years of international senior-leadership experience as Chair and CEO of public and private companies that have given him a multi-industry knowledge in stockbroking, banking and property development.

Jack was Chair of the Airport Authority Hong Kong from 2015 to 2024. He served as Chair of the Hong Kong Trade Development Council from 2007 to 2015. He was Chair and CEO of the Mass Transit Railway Corporation from 1995 to 2003 and Deputy Chair and Group Managing Director of Pacific Century Cyberworks Ltd from 2003 to 2007.

#### Other Career Highlights

- Adviser, Hong Kong and China Gas Company Ltd
- Independent Director, Cathay Pacific Airways Ltd
- Independent Director, HSBC
- Government Adviser, Beijing
- Deputy Chair, PCCW Ltd
- Chair, MTR Corp. Ltd
- Chair, HK Trade Development Council

Jack is an Independent Non-Executive Director of AIA Group Ltd and China Resources Power Holdings Company Ltd. He was an Independent Director of HSBC from 2000 to 2007 and Cathay Pacific Airways Ltd from 2002 to 2015.

Jack was a member of the Chinese People's Political Consultative Conference from 2008 to 2018 and an International Business Adviser to the Mayor of Beijing.

### RICHARD SOLOMONS



#### Major Career Roles

- CEO and CFO, InterContinental Hotels Group plc
- Chair, Rentokil Initial plc
- Advisory Committee and Remuneration Committee Chair, HBX Group
- Non-Executive Director and Audit Committee Chair, Mandarin Oriental International Ltd
- Non-Executive Director, Marks & Spencer plc

#### Industry Knowledge

Richard Solomons has a comprehensive international career spanning both Executive and Non-Executive roles in the hospitality and wider corporate sectors

Richard is Chair of Rentokil Initial plc, Chair of the Board, Advisory Committee, and Remuneration Committee at HBX Group (formerly Hotelbeds), and serves as a Non-Executive Director and Chair of the Audit Committee at Mandarin Oriental International Limited.

Richard was CEO of InterContinental Hotels Group (IHG) plc from 2011 to 2017, prior to this he was CFO from 2003. As CEO, Richard steered IHG to class leading global growth, with its principal brands of Holiday Inn, InterContinental and Crowne Plaza. Richard pioneered innovative customer segmentation, launched new brands, emphasised digital advancements, revamped the loyalty programme, and oversaw strategic acquisitions like Kimpton Hotels and Restaurants.

#### Other Career Highlights

- Senior Independent Non-Executive Director and Audit Committee Chair, Aston Martin Lagonda Global Holdings plc
- Advisory Group member, McLaren Technology Group
- Board member, The University of Manchester

Previously, Richard was a member of the Board of Governors and Finance Committee at The University of Manchester, where he obtained his degree, he also acted as Senior Independent Non-Executive Director and Chair of the Audit Committee at Aston Martin Lagonda Global Holdings plc, and was a Director of Marks & Spencer plc. Additionally, his expertise extended to advisory positions at McLaren Technology Group and industry councils such as the World Travel and Tourism Council (WTTC).

## CMi MENTORS

### SANNA SUVANTO-HARSAAE



#### Major Career Roles

- Chair, BoConcept AS
- Chair, TCM Group AS
- Chair, Posti Group Oyj
- Chair, Orthex Oyj
- Chair, Finnair OYJ
- Independent Board member, Elopak ASA and Broman Group Oy

#### Industry Knowledge

Sanna Suvanto-Harsaae has over 20 years of senior-leadership experience from Chair positions held for companies listed on the Nasdaq Helsinki, Nasdaq Copenhagen, Nasdaq Stockholm and Oslo Børs. She also has Chair positions on family-owned businesses and the private sector. All this experience brings a multi-industry knowledge, especially in consumer and B2B2C industries, in fast-moving, food, consumer durables, airlines, logistics, e-commerce, private equity and service industries.

Sanna is Chair of BoConcept AS, Posti Group Oyj and Orthex Oyj. She is a Board member at the Broman Group and Finnair Oyj, and was previously a Board member at Elopak ASA.

Sanna also serves on the Board of non-profit CEPOS, a Danish CE independent, liberal, free-market think tank, and was previously of an Independent Director at Scandinavian Airline Systems.

#### Other Career Highlights

- Board member, Symrise AG
- Independent Director, Scandinavian Airlines SAS
- Chair, Anora/Altia Oyj
- Chair, Paulig Oy
- Deputy Chair, Harvia Oyj
- Chair, Babysam AS
- Board member, Swedish Match AB
- Chair, Anora Group OYJ
- Independent Board member, Clas Ohlson AB

She is a Finnish businessperson who has been at the helm of 22 different companies. As Chair in sectors such as airlines, household products, pharmaceuticals, private equity and beverages, she has been leading strategy in established companies.

Sanna had her first major Board position at the age of 38, following professional experience from positions at Procter & Gamble, Synoptik AS and Reckitt Benckiser (Scandinavia) AS. Sanna is former Chair at Anora Group Oyj (formerly Altia Oyj), which she chaired through its turnaround, IPO and then merger with another listed company.

Previously Sanna was Chair of TCM Group AS and served on the Boards at Symrise AG, Scandinavian Airlines SAS, Paulig Oy, Clas Ohlson AB, Footway Group AB and Babysam AS.

She is also part of Copenhagen Business School's Corporate Governance Faculty, serves on the Advisory Board at Aalto University School of Business, and has been chosen as the most influential Finnish businesswoman 5 years in a row.

### VAGN SØRENSEN



#### Major Career Roles

- Chair, SSP Group plc
- Chair, Air Canada Inc.
- Chair, Pantheon Infrastructure plc
- Chair, FLSmidth & Co. AS
- CEO, Austrian Airlines AG
- Deputy CEO, Scandinavian Airlines
- Board member, Royal Caribbean Cruises Ltd
- Board member, CNH Industrial NV

#### Industry Knowledge

Vagn Sørensen has a wealth of professional experience from positions in the aviation, leisure, transportation and private-equity sectors.

Vagn is Independent Chair of Air Canada, Chair of Pantheon Infrastructure plc, Scandlines AS and Vakantie Discounter BV. He is an Independent Director of CNH Industrial NV and a Senior Adviser to Morgan Stanley International Ltd.

Vagn is also a Senior Industrial Adviser to EQT AB and Heart Aerospace and an Independent Director of Royal Caribbean Cruises Ltd. He is a Board member of Braganza AS and Dyvig Holdings AS and Chair of Big Bus Tours. He is also a Director of the Rock & Soul Forever Foundation (not for profit).

#### Other Career Highlights

- Board member, Unilode Aviation Solutions Switzerland Ltd
- Chair, Zebra AS
- Chair, Association of European Airlines
- Board member, International Air Transport Association
- Chair, TIA Technology AS
- Chair, Scandic Hotels Group AB
- Board member, JP/Politikens Hus AS
- Chair, TDC AS
- Chair, Center Parcs (UK) Group Ltd
- Board member, Lufthansa Cargo AG
- Board member, Vienna Stock Exchange
- Chair, British Midland plc
- Deputy Chair, DFDS AS
- Chair, KMD Holding AS
- Chair, Automic Software GmbH
- Chair, Codan AS

Vagn has professional experience from positions in the aviation industry and has spent most of his executive career in the aviation business. He first worked for SAS AB for a period of 17 years, after which time he joined Austrian Airlines AG, where he served as CEO from 2001 to 2006.

Vagn has since pursued a career as a Non-Executive Director, primarily in the leisure, hotel and aviation sectors, and has more than 20 years' experience in private equity.

## CMi MENTORS

### JOHANNES TEYSSEN



#### Major Career Roles

- Chair, Alpiq Holding AG
- Non-Executive Director, BP plc
- Senior Adviser, KKR plc
- CEO, E.ON SE

#### Industry Knowledge

Johannes Teysen has been a leader in the European energy utility industry throughout the last decades on its transformation towards liberalisation, privatisation, and its fundamental pathway to clean and renewable sources. Today, he is Chair of the Swiss power (hydro, nuclear, gas) generator and trader Alpiq and a Non-Executive Director for the global oil and gas company BP on its way to become an integrated energy company into new associated businesses and operations. He is also Senior Adviser for KKR's infrastructure and impact investments.

Johannes has been a long-time CEO of the European power major E.ON and orchestrated its way from an integrated energy company (spanning from E&P, generation across all sources towards regulated infrastructures and retail) towards becoming Europe's biggest power distribution operator and partner of 50 million clients across 10 jurisdictions.

#### Other Career Highlights

- Non-Executive Director and Integrity Committee Co-Chair, Deutsche Bank AG
- Non-Executive Director, Salzgitter AG
- President and former Chair, Eurelectric
- Board of Trustees, ThyssenKrupp Stiftung
- General, Norwegian Honorary Consul
- Board member, Federation of German Industries e. V. (BDI)
- Deputy Chair, World Energy Council

Johannes also worked as Non-Executive Director across other sectors (financial and steel), including supporting Deutsche Bank in the challenges and changes past the global financial markets turmoil (Lehman aftermaths). Through his various engagements he gained experience in various corporate governance systems.

### DAVID TYLER



#### Major Career Roles

- Chair, J. Sainsbury plc
- Chair, Domestic & General Group Ltd
- Chair, Hammerson plc
- Chair, Logica plc
- Chair, PZ Cussons plc (from March 2023)
- CFO, GUS plc
- CFO, Christie's International plc
- CEO, Christie's Inc. (America)

#### Industry Knowledge

David Tyler has extensive experience as Chair at a number of the UK's largest and most well-known companies across the consumer, retail, business services and financial services sectors.

David is Chair of PZ Cussons plc, Domestic & General Group Ltd, Imagr Ltd and he chairs the Parker Review on ethnic diversity in UK businesses. David is also Senior Adviser at Jeffries.

In the past, he has chaired J. Sainsbury plc, Logica plc, Hammerson plc, the White Company Ltd, JoJo Maman Bebe Ltd and other businesses.

#### Other Career Highlights

- Chair, 3i Quoted Private Equity plc
- Chair, White Company Ltd
- Chair, JoJo Maman Bebe Ltd
- Chair, Hampstead Theatre Ltd
- Chair, Parker Review
- Non-Executive Director, Burberry plc
- Non-Executive Director, Experian plc
- Non-Executive Director, Reckitt Benckiser Group plc
- Non-Executive Director, Rubix Ltd
- Non-Executive Director, Lewis Group Ltd (South Africa)
- Finance Director, NatWest Investment Bank Ltd

David learned his trade at Unilever for 11 years, after which he joined NatWest Investment Bank where he was Director of Finance. Following this, he was CFO of Christie's, the leading art auctioneer, and the CEO of its American business.

Thereafter he was the CFO of GUS plc, a conglomerate which owned Experian, Burberry, Argos and other companies. He took financial and strategic responsibility for the group through its major transformation over his decade there, which culminated in the demerger of the group into focused businesses.



## CMi MENTORS

### JEAN-FRANÇOIS VAN BOXMEER



#### Major Career Roles

- Chair, Vodafone Group plc
- Chair/CEO and Executive Board member, Heineken NV
- Lead Independent Director, Mondelez International Inc.
- Chair, European Round Table for Industry (ERT)

#### Industry Knowledge

Jean-François van Boxmeer has over 30 years of senior-leadership experience and a wealth of professional experience within the food and beverage, technology and telecommunications sectors.

Jean-François is Chair and Nominations and Governance Committee Chair of Vodafone Group plc. He is a Non-Executive Director of Heineken Holding NV and a member of the Shareholders Committee of Henkel AG & Co. KGaA. He is also Chair of the European Round Table for Industry (ERT).

In 2005, Jean-François was appointed Chair of the Executive Board and CEO of Heineken NV and oversaw a 15-year period of significant growth, during which the company consolidated its position as the most geographically diverse brewer in the world, the largest in Europe and the second largest globally.

Starting at Heineken in 1984, Jean-François held a number of senior roles in Africa and Europe before joining the Executive Board in 2001, with worldwide responsibility for supply chain and technical services, as well as regional responsibility for the operating business in North West Europe, Central and Eastern Europe and Sub-Saharan Africa.

He was Non-Executive Director of Mondelez Inc. from 2010 till 2022 and its Lead Independent Director from 2020.

Jean-François also served on the Supervisory Board of the Dutch National Opera and Ballet from 2009 and as Chair from 2016 to 2021.

### PETER VOSER



#### Major Career Roles

- Chair and former CEO, CFO and EC member, ABB Ltd
- CEO, CFO and Executive Director, Royal Dutch Shell plc
- Group Chair, PSA International Pte Ltd
- Independent Director, IBM Corp.
- Senior Director, Temasek Holdings Pte Ltd

#### Industry Knowledge

Peter Voser is an experienced Chair of OMX Stockholm 30, SMI, STOXX Europe 50, FTSE 100, S&P 500 and Dow Jones Industrial Average private-sector and public companies. Peter has 20 years of international senior experience, which has given him a multi-industry knowledge in oil and gas, technology, transport, pharmaceuticals, sovereign wealth fund and industry.

Peter has been Chair of ABB's Board of Directors since 2015. He also previously served as ABB's CEO, and as a member of the Executive Committee and as CFO and EC member. He is also Group Chair of the Board of Directors of Temasek's subsidiary PSA International Pte Ltd (Singapore).

Before returning to ABB as Chair, Peter was CEO of Royal Dutch Shell from 2009 to 2013, and CFO and Executive Director of Royal Dutch Shell. He began his career at Royal Dutch Shell in 1982 and held several senior-management and Executive roles in Europe and Latin America, including CFO of Shell Europe Oil Products, CFO of the Global Oil Products Business and member of the Oil Products Executive Committee.

#### Other Career Highlights

- Board member, Roche Holding AG
- Advisory Council member, Singapore Economic Development Board
- Board member, Aegon NV
- Independent Director, UBS Group AG

Peter is Independent Director of IBM Corporation (US), and of Temasek Holdings Pte. Ltd (Singapore). He is also a member of the Asia Business Council and Chair of the Board of the St Gallen Foundation for International Studies and of Europe Delivers, a business-led partnership working to build future-fit growth in Europe. In June 2019, he was made an Honorary Director of Catalyst, a non-profit organisation which champions women leaders.

Peter has served as a Board member of Roche Holding Ltd, Switzerland, of the Swiss Federal Auditor Oversight Authority, of UBS, and as a member of the Supervisory Board of Aegon NV in the Netherlands (2004–2006).

He obtained his degree in business administration from the Zurich University of Applied Sciences, Switzerland.

In 2011, Peter was awarded the title Dato Seri Laila Jasa by His Majesty the Sultan of Brunei in recognition of services to the state of Brunei.

In 2021, he was awarded the title Honorary Citizen of Singapore by the Singapore Government, which is the highest form of national recognition for a non-Singaporean.

## CMi MENTORS

### JASMINE WHITBREAD



#### Major Career Roles

- Chair, Travis Perkins plc
- CEO, Save the Children International
- Non-Executive Director, Compagnie Financière Richemont SA
- Non-Executive Director, WPP plc
- Non-Executive Director, Standard Chartered plc
- CEO, London First

#### Industry Knowledge

Jasmine Whitbread is an experienced board member of listed companies, having transitioned her career across different sectors and countries, developing considerable experience helping CEOs navigate the increasingly complex Sustainability agenda.

Jasmine is a Non-Executive Director and Chair of the Governance and Sustainability Committee of Compagnie Financière Richemont SA, a Non-Executive Director and Compensation Committee Chair of WPP plc and Adviser at Brown Advisory Inc.

Compensation Committee Chair of WPP plc and Adviser at Brown Advisory Inc.

Previously, Jasmine was Chair of Travis Perkins plc,

#### Other Career Highlights

- Non-Executive Director and Digital Impact and Sustainability Committee Chair, BT Group plc
- Trustee, Disasters Emergency Committee
- Division Managing Director, Thomson Reuters Corp.
- Director of Global Marketing, Cortex Corp.

Non-Executive Director and Culture and Sustainability Committee Chair of Standard Chartered plc.

Jasmine was the first-ever CEO of Save the Children International, aligning all 30 members of the federation behind a single mission, strategy and campaigning voice spanning over 100 countries.

### DR HANS WIJERS



#### Major Career Roles

- Supervisory Board Chair, ING Group NV
- CEO and Executive Director, Akzo Nobel NV
- Supervisory Board Chair, Heineken NV
- Deputy Chair, Royal Dutch Shell plc
- Independent Non-Executive Director, GSK plc
- Chair, AFC Ajax NV

#### Industry Knowledge

Dr Hans Wijers is an experienced Chair of AEX, BEL-20 Institutional, EURO STOXX 50 and Euronext 100 companies, with over 15 years of multi-industry knowledge in chemicals, oil and gas, beverages and banking. This list of accolades makes him an invaluable pool of information and experience.

Hans is a member of the Supervisory Board of Hal Holding NV and a member of the Temasek European Advisory Panel of Temasek Holdings (Private) Ltd.

Previously, Hans was CEO and Executive Director of Akzo Nobel NV. He was also Chair of the Supervisory Board of ING Group NV, Chair of the Supervisory Board of Heineken NV, Deputy Chair of Royal Dutch Shell plc, an Independent Non-Executive Director at GSK plc and Senior Partner and Chair of the Dutch office of the Boston Consulting Group.

#### Other Career Highlights

- Senior Partner and Chair, Boston Consulting Group (Dutch office)
- Supervisory Board member, Hal Holding NV
- Temasek European Advisory Panel member, Temasek Holdings (Private) Ltd

Hans started his professional life as an Assistant Professor of Economics at the Erasmus University of Rotterdam, where he received a Ph.D. in Economics.

After a career in strategy consulting, he went on to serve as Minister for Economic Affairs in the Dutch government, a post he held for 4 years.

Hans has since put his education to good use by rising to the top of various fields, as Chair of the Supervisory Board of ING Group NV, Chair of the Supervisory Board of Heineken NV and Deputy Chair of Royal Dutch Shell plc. These roles, alongside the CEO position at Akzo Nobel NV, make Hans a highly experienced leader of private and public companies with years of experience on his side.

## CMi Advisory Board

The Advisory Board are all very experienced CMi Mentors. The Board meet regularly to review progress and guide management on strategic issues such as appointments of partners and Mentors, best-practice improvements, investments and expansion plans.



Sir Roger Carr

Sir Roger is a Senior Adviser to Kohlberg Kravis and Roberts & Co. LP, including Chair of Upfield and a member of the Board of Wella. He is also Vice President of the Royal Navy and Royal Marines Charity, and a Visiting Fellow of the Saïd Business School, University of Oxford. He was previously Chair of BAE Systems, Centrica plc, Vice Chair of the BBC Trust, Deputy Chair and Senior Independent Non-Executive Director of the Court of the Bank of England, President of the Confederation of British Industry, Chair of Cadbury plc, Chair of Chubb plc, Chair of Mitchells & Butlers plc, Chair of Thames Water plc and CEO of Williams plc.



Thomas Buberl

Thomas has been CEO and Director of AXA since 2016. The renewal of his mandate for a further 4 years was approved by the Group's shareholders' meeting in 2022. He is an Independent Director for IBM Corp., a member of the Supervisory Board of Bertelsmann Verwaltungsgesellschaft, and a Trustee of the World Economic Forum.



Dr Ilham Kadri

Ilham is CEO of Solvay; and a Board member at L'Oréal and A.O. Smith Corp. She is also the Chair of the World Business Council for Sustainable Development (WBCSD) since 2022, and Vice President of the European Chemical Industry Council (CEFIC). Under Ilham's leadership, Solvay launched its new purpose, its G.R.O.W. strategy, Solvay One Planet committing to carbon neutrality, and Solvay One Dignity targeting an inclusive and equitable culture to promote diversity.



Dr Franz Humer

Franz was previously Chair of Roche Holding AG, Chair of Diageo and Neogene Therapeutics. He is currently Chair of HMNC Brain Health, Chair of the Board of Directors of the International Centre for Missing and Exploited Children and Chair of the Humer Foundation and Chair of Kallyope Inc. Professional experience from positions in the pharmaceuticals industry at, among others, Schering Plough Corp. and at Glaxo, where he was Managing Director of Glaxo Pharmaceuticals UK and a member of the Board of Glaxo Holdings plc.



Sir Jeremy Darroch

Sir Jeremy is a Senior Independent Non-Executive Director, and Chair Elect, of Reckitt Benckiser Group plc, an Independent Director of Walt Disney Co, Chair of the National Oceanography Centre, an Independent Director at Ahren Acquisition Corp., an ambassador for the World Wide Fund for Nature (WWF) and a Senior Adviser of Bain Capital and the Multichoice Group. Sir Jeremy served as Adviser to Sky following 14 years of leading the company as CEO then Chair.



Paula Reynolds

Paula is Chair of National Grid plc, Senior Independent Non-Executive Director of BP plc, and an Independent Director of General Electric Co. She is the former Chair, President and CEO of Safeco Corp., a Fortune 500 insurer that was acquired by Liberty Mutual Insurance Group in 2008. Upon the sale of Safeco, Paula served as Vice Chair and Chief Restructuring Officer at American International Group (AIG).



Helge Lund

Helge is Chair of BP plc, Chair of Novo Nordisk AS, and serves as Operating Adviser to Clayton Dubilier & Rice LLP. He is a Board member of Belron Group SA and P/F Tjaldur. He is also on the Board of Trustees of the International Crisis Group. Prior to his CEO roles at BG Group, Equinor and Aker Kværner, Helge held executive positions in Aker RGI ASA, an industrial holding company, and Nycomed Pharma AS, an industrial group with business activities in pharmaceuticals and energy.

Our sole mission is to help the best leaders become even more successful



“For me, absolute trust sits at the heart of a good mentoring relationship. CEOs can often feel lonely, and mentoring provides the opportunity for them to share very private questions and concerns with somebody whose judgement, professional experience and integrity they respect.”

**Sir Jan du Plessis, former Chair, BT Group plc**



## CMi Partners

CMi's Partners are responsible for client and Mentee relationships, and represent a diverse group bound by a common passion for CMi's value proposition and interest in the areas of leadership and people development.



**Elin Hurvenes**  
Chair & Partner

Elin Hurvenes is Chair of CMi and responsible for clients globally, with a particular focus on the Nordics.

Elin joined CMi in 2012 as Partner for the Nordics. In 2018, she was appointed Senior Partner, and as of January 2024 she has taken on the role of Chair. Elin looks after CMi clients across the globe and has managed multiple CEO succession engagements in different geographies, including the Nordics, UK, Germany, Italy and the US.

After 15 years in consulting she started her own company as Founder and CEO of the Professional Boards Forum, an international organisation which brings together leading Chairs and women Non-Executive candidates in an innovative series of interactive events. She is a speaker at international conferences and corporate events on gender parity and is frequently consulted by the media as an authority on Board diversity. Since 2022 Elin has been a Senior Adviser to The 350 Club – the closed platform for FTSE350 Board members and FTSE100 leaders. She holds an MBA from London Business School and a BA from Oxford Brookes University.

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**Sara Parker**  
CEO & Partner

Sara Parker is CEO of CMi and responsible for clients in the UK and Americas.

She joined CMi in 2016 and holds a number of roles across Global Mentors Group, including Partner of CMi and a Director of the Board Advisory Partnership. She has spent 15 years working at the top level of business in the UK with extensive links to the City of London and internationally. Prior to joining CMi, she spent 10 years at the Confederation of British Industry, where she held several leadership roles including London Director.

Sara is passionate about business leadership and its influence on the success and societal impact of companies. Alongside her work with GMG she is also a Senior Adviser to BoardClic, a leading digital platform for Board performance reviews.

Sara is a history graduate of the University of Cambridge and holds an Advanced Economics diploma from Birkbeck College, University of London.

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**CMi Partners are all Board-level advisers of long standing, who have extensive experience of working with the Boards of global corporate clients, in multiple sectors and geographies**



**Rick Fulghum**  
Partner

Rick Fulghum possesses over thirty years of experience in executive search at the highest echelons within Germany and Austria. He specialises in advising boards on C-level succession and recruitment across all sectors. Over the past decades, he has cultivated profound relationships with Chairs and Chief Executives, meticulously following candidates' careers and providing counsel on pivotal career decisions. Rick is regarded as a trusted adviser to board members and senior executives alike.

In 2012, Rick established his own firm following his tenure as Managing Partner at Rickert & Fulghum, formerly Rickert & Co., where he served as Managing Director and Partner since 1999. His distinguished career in executive search began at Interconsilium in 1991.

Rick holds a Master's degree in Computer Science from the Technical University of Munich.

Rick joined CMi in November 2024 and is based in Munich, where he is responsible for the German market.

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**Marga Hoek**  
Partner

Marga Hoek is responsible for the Benelux, France and is developing CMi in Spain. She has been a Partner since 2017 and has managed multiple CEO succession engagements in different geographies including Benelux, France and the US.

Marga has been a business leader herself; she is a three-time CEO. Alongside CMi, She currently holds several international Supervisory and Advisory Board roles, for Aegon and Redevco among others. In her role as Chair of Remuneration and Nomination

Committees, she always emphasises the importance of (CEO) succession development and leadership.

Marga is considered a global thought leader on sustainable business and related capital allocation as well as advanced technologies. She has written two gold award-winning books, "The Trillion Dollar Shift" (2018) and "New Economy Business" (2016), frequently writes for Forbes, Fortune, The Huffington Post, G7 and other prestigious publications, and is a sought-after inspirational speaker at conferences around the world. She is acknowledged as a global influential management thinker by Thinkers50.

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**Dr Bjørn Johansson**  
Partner

Dr Bjørn Johansson is responsible for covering the Swiss market.

Bjørn is a Norwegian citizen and spent most of his working life based in Switzerland. He gained management experience in the consumer goods, textile and service industries in Austria, Germany and the UK.

In early 1980, he began his Executive-search career as Vice President with Spencer Stuart, Zurich, and 5 years later, he started the Swiss operation of Korn Ferry with offices in

Zurich and Geneva, before he was appointed Managing Director, International Board Services.

In 1993 he founded his own Global Board advisory firm, and is recognised as one of the world's leading advisers on strategic-leadership appointments. Bjørn joined CMi in 2015. He obtained his Masters and Ph.D. degrees from the University of St Gallen, Switzerland, which included 2 years of postgraduate studies in the US.

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**Michele Luzi**  
Senior Adviser

Michele Luzi has extensive experience in the TMT sector and enjoys broad relationships across PE and large and mid-sized European companies.

Michele has worked in consulting for over 30 years and led major transformations of both large and mid-size corporations. For 8 years Michele led the Telecommunications, Media and Technology Practice for Bain and was also a member of Bain's Global Board of Directors for 4 years. He continues to advise CEOs and private owners on business transformations.

Prior to Bain, Michele held various management positions in industry with Pirelli. More recently he has been a Non-Executive Director of two publicly quoted companies, Midatech (a pharma nanotechnology company in which he has been an early-stage investor and contributed to the successful IPO), and Cello, a pharma services company where he chaired the RemCo. He was one of the founding investors of LEON, the healthy-food restaurant chain.

He continues to advise CEOs and private owners on business transformations, and is on the Advisory Board of G3 (a business intelligence firm) and of the Bath University School of Management. Michele is an Italian national and lives in London. He has a university degree in Economics and an MBA from INSEAD.

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**Tim Payne**  
Asia Chair And Senior Adviser

Tim Payne is the Asia Chair and Senior Adviser at CMi. With over 30 years of experience as a strategic adviser, he specialises in managing critical issues related to reputation, risk, geopolitical complexity, mergers and acquisitions (M&A), crisis management, and governance.

Tim had a background in politics and a career spanning the UK and US, before founding and building, over 20 years, a market leading consulting practice in Asia.

He is now Principal at Kellaways, his own management consulting firm focused on areas of reputation and trust. Formerly Head of Asia and part of the global leadership team at Brunswick Group, the leading critical issues advisory firm, Tim has worked on transactions and crises for many of Asia's most significant companies, and on their highest profile issues around the world, as well as supporting leading global MNCs as they engage Asian markets.

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## CMi Associates



**Emily O'Shea**  
Senior Associate

Emily O'Shea is a Senior Associate with CMi and works with clients in the UK and internationally.

She joined CMi in 2024 to contribute to the ongoing growth of the Group. She previously spent 18 years in executive search with both a boutique specialist and a global recruitment firm. She specialised in board level appointments, predominantly Chair and CEO for FTSE listed companies across a range of industries.

She works closely with clients to understand the business context and the individual's needs, in order to best support ongoing leadership development.

Emily is a graduate of Oxford University with a degree in Psychology and Philosophy

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**Charlotte Dedekam**  
Associate, The Nordics

Charlotte Dedekam is an Associate at CMi and works with clients in the Nordics. Her professional background is in strategy, leadership, and business development. Among her various roles, she has acquired experience in finance at Médecins Sans Frontières, played a pivotal role in scaling numerous tech companies into scale-ups, and collaborated on ESG and sustainability initiatives within the commercial real estate sector.

She possesses a highly unique international expertise, having lived, and worked in locations ranging from Namibia to Silicon Valley in San Francisco. A significant aspect of her role has involved engaging strategic investors, including collaborating with notable venture capital partners. Additionally, she has independently entered new markets in Europe and the United States. She has her university background in economics and development studies.

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Global Mentors Group provides world-class mentoring through its companies who enable leaders to take on the most challenging roles in the world.



Matthew Westerman,  
CEO, Global Mentors  
Group

Matthew Westerman is a Director of CMi and MW&L Capital Partners. With 55 years of combined experience in mentoring through CMi, Merryck, CMi Merryck (ANZ and Middle East) and The Board Advisory Partnership, GMG is a recognised partner to some of the world's most prestigious companies, across all sectors and six continents, supporting and developing their top leaders.

We operate at the top of large, complex global businesses, enabling Non-Executive and Executive leaders to accelerate their performance and impact.



Global Leaders in Mentoring

Our sole mission  
is to help the best  
leaders become  
even better





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