



Exceptional leadership

Bespoke mentoring for
top-tier global executives

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 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

CMi Advisory Board Chair and
Chair of Global Mentors Group

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Exceptional leadership

Reaching the top in business takes talent. Becoming exceptional – making the right calls under constant scrutiny when the stakes are high – takes something extra.

CMi was set up to bridge that gap: providing structured, top-tier mentoring for and by the world's most accomplished leaders. We've led this field ever since.

90+

DISTINGUISHED INTERNATIONAL MENTORS

Bespoke, board-level mentoring for pre-eminent global executives

CMi pioneered mentoring for top-tier executives as a service. We created the category, refined it through experience and continue to set the standard.

By providing exclusive access to the largest global roster of pre-eminent board chairs and CEOs, we offer a wealth of valuable knowledge, business experience and hard-earned insights across all industries and economies worldwide.

Every engagement is curated for discussions that are frank and forthright yet always completely confidential.

A whole spectrum of issues can be tackled – from personal leadership style to stakeholder challenges to strategic decisions – always with absolute discretion.

This is how you exploit market-defining opportunities, build organisational resilience and enable leadership to deliver lasting value.



Bespoke, structured engagements

Our model is systematic, yet personal

Each CMi mentoring engagement is curated and designed for absolute discretion, free from internal pressures or reporting lines.

A clear structure is agreed from the outset, based on development in situ, to ensure the relationship is purposeful, productive and discreetly aligned with operational demands. It evolves with the mentee's goals, while aligning with their professional commitments.

Chemistry and clarity

Mentor selection is a critical strength of our team. We know all our mentors personally – their expertise, experience and mentoring style. And, while sector understanding, location and network matter, personal chemistry is all-important.

Each engagement is designed to reflect both the mentee's development agenda and the organisation's strategic

priorities. It begins with a confidential introduction, enabling both parties to explore the personal chemistry fit and agree on expectations.

The working relationship then develops naturally in response to the mentee's working priorities and emerging leadership style.

THE PRINCIPLES WE UPHOLD

1. Confidentiality

Each mentoring relationship is strictly confidential. It's a protected space where mentees can speak openly and reflect without reservation – an essential condition for meaningful progress.

2. Critical thinking

Leaders must often make high-stakes decisions charged with risk and complexity. CMi mentoring provides the rigorous, challenging conversations needed for clear and confident judgement calls.

3. An unparalleled sounding board

Our Mentors bring vast executive and board experience, truly understanding the complexities and dynamics of leadership. Mentees have a tremendous opportunity to get a fresh perspective, test leadership ideas and seek a valuable second opinion.

Proven impact at the top

22

COUNTRIES OPERATED IN, ACROSS EUROPE, THE USA AND CANADA, BRAZIL, AUSTRALIA, JAPAN AND CHINA

90%

OF MENTEES SIT ON EXECUTIVE COMMITTEES OR BOARDS

Mentoring for CEOs

Learn from those who've faced the pressure first-hand

CEOs face an expanding array of complex, high-stakes demands from a growing variety of stakeholders.

They must often make decisions on new and unfamiliar matters at speed and under constant scrutiny. In such critical moments, the counsel of a seasoned mentor – someone with experience of similar pressures – can be invaluable.

THAT'S WHERE CMi'S MENTORS STEP IN

Our Mentors offer an extraordinary breadth of perspective and proven impact. Their timely, context-specific insight is drawn from decades of top-level leadership.

CEO mentoring typically focuses on two or three key themes per session, enabling the depth and focus that yields meaningful substance.

Topics may include:

- Navigating relationships with the chair and board
- Building a high-performing leadership team
- Sharing the burden of leadership without losing control.

The choice of Mentor and the topics discussed are driven by the CEO, ensuring highly personalised, relevant and focused guidance at every stage.

At CMi, we believe great leadership is shaped by those who have already walked the path. Our role is to match leaders with the right voice at the right time – and to create the space where real progress can happen.



“

My CMi Mentor has been priceless — helping me navigate several complex issues with clarity and confidence. I've learned a great deal — not only through hearing about real-world business experience, but by testing and refining my own thinking in a space that is safe, insightful, and challenging in all the right ways. Above all, it has been an energising experience — one that has sharpened my thinking and approach”

MARGHERITA DELLA VALLE
CEO, VODAFONE PLC

CEOs can test ideas with a highly experienced, impartial confidant, for a fresh perspective or a valuable second opinion.

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

Planning for CEO succession

Developing a strong internal CEO succession bench is a responsibility for chairs and CEOs that will also form part of their legacy

That's why, over the past two decades, CMi has mentored hundreds of CEO succession candidates at top companies worldwide.

Our leading CEO succession mentoring is structured, confidential and highly personalised. It is delivered by former chairs and CEOs with first-hand experience in leading large, complex businesses through transition.

DEVELOPING SUCCESSION CANDIDATES

Mentoring complements a well-managed transition by enabling candidates to both prepare for the CEO role and understand its demands. It also offers a discreet space to seek second opinions from experienced, impartial former CEOs on likely challenges.

The CMi succession programme has two clear goals: to help leaders excel in their current role and to prepare them for the demands of the next.

For internal candidates, former peer relationships shift – and the weight of company-wide decision-making becomes personal and immediate. It's a defining moment in a leader's career. One that can shape the company's future and influence its market value.



Having experienced CEO succession from both sides of the table, our mentors understand the challenges, pressures and pitfalls.

By balancing encouragement with challenge, our mentors enable leaders – and the boards that appoint them – to realise potential and mitigate risk.

Once appointed, the new CEO continues working with their mentor, or sometimes requests a new match to gain a fresh perspective as they settle into the role.

Complete confidentiality is fundamental to the success of this process. Only in a trusted, discreet environment can candidates engage openly, reflect honestly and fully benefit from the guidance they receive.

150+

CEOs OR CEO SUCCESSION CANDIDATES MENTORED BY CMi

CFO Mentoring

From Finance Leader to Strategic Partner

The CFO plays a pivotal role in the organisation and the boardroom.

As the face of the business to shareholders, stakeholders and the wider world, they operate at the heart of the enterprise. Yet few receive the structured preparation worthy of a strategic partner to the CEO.

Retaining objectivity in the boardroom with a seat on the board, today's CFO must combine analytical rigour, strategic judgement and team leadership.

Navigating this complexity is easier with the guidance of a seasoned mentor – someone who brings not only relevant experience but fresh perspective and sound judgement.

Mentoring for CFOs means dealing with:

- the Board on issues of strategy
- the CEO, the Executive team and non-executives
- investors, analysts and the media
- portfolio issues.



Many of our mentors are former CFOs of large, listed multinationals.

180

**CHAIRS, CEOS AND CFOS HAVE RECEIVED
INDEPENDENT, EXTERNAL MENTORING FROM CMI**

Senior Executive Development

Preparing tomorrow's leaders

A key board responsibility is to ensure the thoughtful development and sustained engagement of executives leading major functions and business units. Those with the potential to be future CEOs.

When senior executives step into their first ExCo or board role, it's a pivotal shift. Now they must navigate the realities of leading in complex, often highly regulated markets – and under scrutiny from a range of stakeholders.

A seasoned mentor can enable them to grow into confident, enterprise-wide leaders.

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



Stepping up to the board

A distinctly different leadership challenge awaits those aspiring to chair a board or step into a non-executive role

It's a subtle transition from operator to influencer, from counsellor to consensus builder and, above all, from talker to listener.

When enabling others to succeed as chairs and non-executive directors, our mentors bring vast experience and a deep understanding of board dynamics.

They also share practical frameworks and hard-won strategies that will equip chairs and non-executive directors to address current and emerging challenges with clarity and confidence.

“

Stepping into the role of Chair of a global, publicly listed company is a tremendous privilege—and having the chance to choose mentors from the world's most experienced Chairs is invaluable.”

CHAIR OF GLOBAL COMPANY BASED IN SWITZERLAND



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.”

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

Our Clients

Over the past 20 years, CMi has mentored more than 400 global leaders across 26 nationalities and six continents

180+

CMi HAS MENTORED OVER 180 CHAIRS, CEOS AND CFOS AS INDEPENDENT EXTERNAL PARTNERS

120+

WE'VE WORKED WITH LEADERS FROM 120+ GLOBAL BUSINESSES

90%

OF MENTEES SIT ON EXECUTIVE COMMITTEES OR BOARDS

A word from our clients

“

Being able to discuss the challenges of a new major NED role with an independent Mentor adds real value and focus. My CMi Mentor gave me space to test and weigh ideas, the feedback was direct — based on years of experience and wisdom and tailored to situations. The CMi network is unique, extensive and international.”

SYLVIE GREGOIRE
NON-EXECUTIVE DIRECTOR, NOVO NORDISK AS

“

There are very few places where a sitting CEO can speak openly, think clearly, and be truly challenged in total confidence. CMi mentoring creates that place — and it does so with a level of integrity, insight, and discretion that is unmatched. It is tailored directly to the realities of senior leadership — not in theory, but in practice. The mentoring is sharp, grounded, and consistently focused on what really matters. For me, it has been a critical source of clarity during moments of pressure, complexity, and change.”

SEAN DOYLE
CEO, BRITISH AIRWAYS

“

Having worked with three different CMi Mentors at different stages of my career I have particularly appreciated the care CMi has taken in ensuring the Mentors background, style and personality match my needs and values. Sparring with someone who has been in my shoes and fully understands the issues and decisions I face every day is invaluable and unparalleled. It has been a practical and impactful experience.

MOHIT JOSHI
CEO, TECH MAHINDRA

“

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. VENKATAKRISHNAN
GROUP CHIEF EXECUTIVE, BARCLAYS PLC

Client logos...



Our Mentors

Our unrivalled global roster of board chairs and CEOs offers the hard-won wisdom of proven world-class leaders. Explore this rich array of talent and then connect with us to begin your bespoke mentoring journey.

Having steered major global companies, they understand every facet of business leadership. Their first-hand experience has given them a unique ability to guide others through the realities of leading complex organisations.

1. CMi Mentors have served on boards across 61 countries
2. They have chaired 200 listed and 375 private company boards
3. Collectively, they've held over 450 executive and non-executive roles on listed boards
4. Our broad Mentor roster ensures we can avoid conflicts of interest.

Explore this rich array of talent and then connect with us to begin your bespoke mentoring journey.

90+

**CHAIR MENTORS OF 19
NATIONALITIES WITH
BOARD EXPERIENCE
ACROSS 61 COUNTRIES**



LORD (CHARLES) ALLEN OF KENSINGTON CBE

Lord Charles Allen is one of the UK's most seasoned and versatile business leaders, with a career spanning media, infrastructure, consumer services, and financial services. He currently serves as Chair of Balfour Beatty plc (since 2021), one of Britain's leading infrastructure groups, and Chair of THG plc (since 2022), where he is supporting governance transformation and strategic renewal. He is Senior Independent Director at Global Media & Entertainment Ltd, the UK's largest commercial radio and digital audio business, a role he has held since 2007.

In parallel, Lord Allen serves as Chair of the Invictus Games Foundation and is an active member of the House of Lords.

His executive career included some of the UK's most prominent media leadership roles. As CEO of Granada Group and later Executive Chair of Granada Media, he played a pivotal role in the formation of ITV plc, where he served as CEO from 2003 to 2007. He subsequently led EMI Music as Executive Chair during a critical period of restructuring between 2008 and 2010.

His previous non-executive roles also include Tesco plc (1999-2010), Virgin Media, Endemol, and Chair of ISS A/S (2013-2021). He also served as an advisor to Goldman Sachs Private Equity and Chair of 2 Sisters Food Group, and Advisory Chair of Moelis & Company.

Beyond the boardroom, Lord Allen has played a central role in major national events and public service. He was Chair of the 2002 Manchester Commonwealth Games, Vice-Chair of the successful London 2012 Olympic Bid, and a member of its organising committee. He also acted as Chief Adviser to the Home Office (2007-2008), bringing private sector thinking to public policy.

Lord Allen was appointed CBE in 2003 and received a knighthood in 2012 for services to the creative and media industries. He became a life peer in 2013. With a career defined by pragmatism, clarity and institutional reform, he continues to support leaders navigating complexity, reputation and long-term transformation.

He brings deep cross-sector expertise in:

- Infrastructure & construction – strategic oversight of capital investment, delivery and ESG in complex national projects
- Media & consumer engagement – transforming legacy brands and platforms in an evolving digital landscape
- Governance & stakeholder relations – strengthening board effectiveness and investor confidence in public and private markets



THOMAS THUNE ANDERSEN

Thomas Thune Andersen is currently Chair of Lloyd's Register Group and Lloyd's Register Foundation (since 2012), where he leads one of the world's most respected maritime and safety institutions, with a focus on ocean sustainability, industrial integrity, and technological foresight. He is also Chair of VKR Holding A/S, a Board Member of BW Group and Cadeler, and Senior Independent Director at IMI plc—roles that reflect his broad oversight across infrastructure, engineering, and clean energy.

From 2016 to 2024, Thomas was Chair of Ørsted A/S, where he supervised the company's landmark transformation from a fossil-fuel-based utility into a global leader in renewable energy. His tenure is widely recognised for its strategic clarity, board discipline, and acceleration of offshore wind development on the international stage.

Earlier in his career, Thomas spent over three decades at the A.P. Møller–Maersk Group, where he held senior executive positions including President & CEO of Maersk Inc. and CEO of Maersk Oil. These roles gave him deep global operational leadership across shipping, logistics, and upstream energy.

Thomas is a member of the Danish Committee on Corporate Governance, a Commissioner at the Energy Transitions Commission, and a Freeman of the City of London. He is widely respected for his steady strategic judgement, institutional stewardship, and ability to lead through complexity—qualities in increasing demand across the evolving energy, maritime, and industrial sectors.

He brings deep cross-sector expertise in:

- Renewable energy & energy transition – stewarding Ørsted's repositioning and scaling of global offshore wind capacity
- Maritime & industrial services – governing marine classification, risk management, and global infrastructure strategy
- Executive leadership in energy & shipping – managing large-scale, capital-intensive enterprises across global markets
- Cross-sector governance – advising private and listed companies through complex, multi-stakeholder landscapes



NICK ANDERSON

Nick Anderson currently serves as a Non-Executive Director of BAE Systems plc (since 2020) and Weir Group plc (since May 2024), providing strategic insight on innovation, risk, ESG and board governance across capital-intensive sectors. He was also an Independent Non-Executive Director at Spectris plc.

He is a proven leader in global engineering and industrial innovation, recognised for reshaping manufacturing businesses to achieve long-term growth, sustainability, and international competitiveness. He served as Group CEO of Spirax-Sarco plc (2014–2024), a FTSE 100 leader in steam and thermal management, where he oversaw a decade of strong organic growth, international expansion and strategic acquisitions.

During his tenure, Mr Anderson positioned Spirax-Sarco as a purpose-led, high-performance business at the forefront of energy efficiency and industrial decarbonisation. He led the integration of companies such as Chromalox and Gestra, repositioning the group for the clean energy transition while maintaining an exceptional track record of creating shareholder value.

Before joining Spirax-Sarco, he held senior executive roles at Smiths Group, Alcoa, and Foseco Minsep, with leadership experience spanning Latin America, Asia, and Europe. He brings a global perspective to manufacturing, supply chain transformation and technical innovation, with particular expertise in highly engineered industrial components and systems.

Fluent in four languages and educated in engineering and business, Nick is recognised for his pragmatic leadership, systems thinking, and ability to guide companies through transformation with discipline and a long-term focus.

He brings deep cross-sector expertise in:

- Industrial engineering & manufacturing – driving operational excellence, margin improvement and international growth
- Energy & process efficiency – accelerating product innovation and sustainability in global industrial systems
- Public company governance – serving on FTSE boards across defence, instrumentation and advanced manufacturing
- International leadership & M&A – leading cross-border transactions, integrations and multi-market growth



DOUG BAKER

Doug Baker currently serves as Lead Independent Director of Target Corporation (since 2015) and sits on the boards of Merck & Co. and the Mayo Clinic, where he brings deep expertise in large-scale operational excellence, corporate governance, and mission-driven strategy. This follows a distinguished 33-year career at Ecolab, culminating in his roles as CEO (2004-2020) and Executive Chair (2020-2022), during which he led a near fourfold increase in revenue—from approximately \$3.6 billion to \$14 billion—and steered the company toward global water stewardship, hygiene innovation and infection prevention.

Douglas's journey at Ecolab began in 1989, when he joined from Procter & Gamble and quickly advanced through leadership roles in marketing and operations across North America and Europe. As President & COO (2002-2004), he built a foundation of discipline and strategic clarity before taking the helm as CEO. Under his leadership, Ecolab executed targeted, high-impact acquisitions, embedded digital and sustainability-led innovation, and earned accolades such as the 2018 Deming Cup for Operational Excellence.

Post-Ecolab, he founded E2SG Partners (2022), an investment firm focused on environmentally sustainable growth. His current board and trustee positions—at Target, Merck & Co., the Mayo Clinic, the College of the Holy Cross, and the National Restaurant Association Educational Foundation—reflect a continuing commitment to mission-oriented governance and institutional impact.

A graduate of the College of the Holy Cross and former P&G marketer, Douglas is respected for combining business discipline with environmental and social purpose. His career demonstrates how strategic leadership, institutional growth, and mission-driven governance can reshape a global enterprise with a positive impact.

He brings deep cross-sector expertise in:

- Water, hygiene & health services – scaling global solutions for sanitation, infection control, and resource efficiency
- Operational excellence & M&A – delivering performance improvements, rapid integration, and commercial growth
- Corporate governance – leading boards of public companies and institutions on strategy, risk and stakeholder trust
- Sustainable investment & ESG leadership – fusing purpose-led investment with operational and governance impact



VINDI BANGA

Vindi Banga currently serves as Senior Independent Non-Executive Director at Haleon plc (since 2022). He is also Chair of UK Government Investments (since 2021)—the UK government’s centre of expertise in corporate governance and investment—and Chair of the Council at Imperial College London (since 2024).

Vindi’s career includes 33 years at Unilever, where he rose to the Executive Board and served as President, Global Foods, Home & Personal Care, leading global teams, brand strategy, and integrating sustainability across operations.

After Unilever, he joined Clayton, Dubilier & Rice (CD&R) in 2010 as an Operating Partner, where he continues to play a leading role in transformational investments, including Diversey, Mauser, B&M Retail and Morrisons, and chairs CD&R’s Sustainability Council.

He also holds several prominent non-executive directorships, including at The Economist Group, and has previously served as Senior Independent Director at GSK plc and Marks & Spencer plc, and Non-Executive Director at Thomson Reuters and Maruti Suzuki.

His leadership extends to Chair of Marie Curie, board roles in the International Chamber of Commerce UK, and Said Business School’s Leadership Council.

Vindi holds degrees from IIT Delhi (B.Tech.) and IIM Ahmedabad (MBA) and is a Padma Bhushan honouree. He is known for his strategic clarity, inclusive leadership, and ability to balance commercial goals with societal impact—a trusted voice in both business and public institutions, navigating transformation and trust.

He brings deep cross-sector expertise in:

- Consumer & healthcare governance – steering public and private consumer health entities through change
- Private equity & operational turnaround – advising transformational growth strategies across multiple sectors
- Public sector & institutional leadership – shaping governance in government investment and higher education
- Sustainability & ESG strategy – integrating long-term environmental and social priorities into board agendas



DOMINIC BARTON

Dominic Barton currently serves as Chair of Rio Tinto plc (since 2022), one of the world's leading mining and metals companies, and Chair of LeapFrog Investments (since 2022), a private equity firm focused on emerging markets and social impact. He is a Trustee of the Brookings Institution and a member of the Board of the Asia Pacific Foundation of Canada.

Dominic's career spans corporate strategy, public service and global diplomacy. He is best known for his tenure as Global Managing Partner of McKinsey & Company (2009-2018), where he led more than 30,000 professionals in over 60 countries and significantly expanded the firm's presence in Asia and emerging markets. During his leadership, McKinsey deepened its capabilities in digital transformation, sustainability, and public sector advisory, while advancing diversity and inclusion across the partnership. He previously served as the firm's Asia Chair (2004-2009) and was based in Seoul, Shanghai and Toronto.

In 2019, he was appointed Canada's Ambassador to the People's Republic of China (2019-2021), where he played a critical role in navigating a period of heightened diplomatic tension, overseeing bilateral trade issues, and leading complex consular negotiations.

Beyond Rio Tinto and LeapFrog, Dominic has held several influential board and advisory roles. He was Chair of Teck Resources (2018-2019), a Non-Executive Director of Singtel, a Non-Executive Director of Investor AB, and an advisor to the Singapore Economic Development Board. He also chaired Canada's Advisory Council on Economic Growth, tasked with shaping national growth strategies and immigration reform. He was also Chancellor of the University of Waterloo (2018-2024), where he supported the institution's global engagement and innovation agenda.

Educated at the University of British Columbia and as a Rhodes Scholar at Oxford University, Dominic is highly sought after for his global perspective, pragmatic intellect and ability to guide institutions through periods of profound change. His leadership continues to shape the intersection of business, government and society on the global stage.

He brings deep cross-sector expertise in:

- Natural resources & energy – leading transformation and stakeholder engagement at the board level of global mining and energy firms
- Corporate strategy & organisational change – advising multinational companies and public institutions on strategic reinvention and performance
- Impact investing & emerging markets – guiding capital toward inclusive growth across Africa, South Asia and Southeast Asia
- Diplomacy & public policy – bringing geopolitical insight and cross-sector coordination to economic development and international affairs



SARAH BATES

Sarah Bates currently serves as Senior Independent Non-Executive Director of Alliance Trust plc (since 2021) and Chair of the Universities Superannuation Scheme Investment Management Ltd (USSIM) (since 2021). She is an Independent Member of the BBC Pension Scheme Investment Committee (since 2021). These roles reflect her leadership in shaping oversight and deployment of institutional capital across pensions, ESG, and board governance.

Her distinguished 40-year career began in investment analysis and portfolio management, culminating in her role as Joint Chief Investment Officer and Divisional CEO at Invesco UK, where she led institutional asset strategies. She then transitioned to a plural career, most notably as Chair of St James's Place plc (2004-2018) and Chair of John Lewis Partnership Pensions Trust Ltd (2020-2023), as well as serving as Senior Independent Non-Executive Director at Worldwide Healthcare Trust plc (2013-2023).

In addition to her corporate roles, Sarah co-founded The Diversity Project, a nonprofit organisation that promotes inclusion in the UK financial services sector. She has chaired the Association of Investment Companies, Polar Capital Technology Trust, and Merian Global Investors. Her counsel extends to the charitable sphere, where she chaired the Investment Committee at St Joseph's Hospice.

Sarah holds a BA in Law and an MBA from London Business School. She is known for her strategic insight, inclusive mindset and ability to align financial performance with long-term institutional purpose. Known for her people-centred approach, Sarah focuses on leadership as the foundation of long-term organisational success.

She brings deep cross-sector expertise in:

- Investment & pension governance – leading strategic oversight at FTSE listed companies and public pension fund managers
- Institutional asset management – steering global investment strategy, risk and portfolio alignment
- Board leadership & stakeholder engagement – fostering investor trust, diversity and high-performing governance
- Diversity & social impact – integrating inclusive practices into leadership development and boardroom representation



SIR PETER BAZALGETTE

Sir Peter Bazalgette – “Baz” brings a rare blend of creative insight and governance experience at the intersection of media, industry, culture and public policy. He currently serves as Pro-Chancellor and Chair of Council at the Royal College of Art (since 2022), Co-Chair of the Creative Industries Council (since 2021), and a Non-Executive Board Member of the UK Department for Education. He was previously Senior Independent Director at Saga plc.

His executive and creative legacy includes founding Bazal Productions, the creator of British TV staples such as Ready Steady Cook and Ground Force, before leading Endemol UK and later becoming the Chief Creative Officer of the Endemol Group globally. Between 2016 and 2022, he served as Chair of ITV plc, guiding the broadcaster through digital disruption, content investment, and audience strategy.

Sir Peter has also chaired major national institutions, including Arts Council England (2013-2017) and played instrumental roles within the BBC, Channel 4, UKRI, and the Dept for Digital, Culture, Media & Sport. He was an ambassador of the Independent Review of the UK Creative Industries in 2017 and is Chair of the Baillie Gifford Prize for Non-Fiction.

Educated at the University of Cambridge and Knighted in 2012 for services to broadcasting, Sir Peter is known for his entrepreneurial creativity, institutional stewardship, and his ability to shape and sustain cultural ecosystems through major transitions of significance. Author of *The Empathy Instinct*, Sir Peter argues that empathy is a core human strength—an insight that underscores its vital role in compassionate, effective leadership. His career offers rare insight for leaders balancing content innovation, public purpose and organisational resilience.

He brings deep cross-sector expertise in:

- Creative media & broadcasting – building and scaling global TV formats, leading major broadcasters through change
- Cultural strategy & governance – steering high-profile national and educational institutions in arts policy and investment
- Public sector & policy leadership – championing creative economy growth, diversity and education in government advisory roles



Wendy Becker currently serves as Chair of Sony Group Corporation (since 2025). She additionally sits on the board of GSK plc (2023-present) where she chairs the Remuneration Committee.

Wendy's executive career spans global consumer brands, tech and retail sectors. She was CEO of Jack Wills Ltd (2013-2015), having initially joined as its Chief Operating Officer. She was also Chair of Logitech International S.A. from 2019 until 2025. Earlier, she was Group Chief Marketing Officer at Vodafone Group plc (2009-2011), and CEO, Residential of TalkTalk Telecom (2008-2009), having built her early career as a Partner at McKinsey & Company across London and San Francisco. She began her career in brand management at Procter & Gamble.

Beyond commercial leadership, Wendy is a recognised figure in public and non-profit governance. She was Chair of the British Heart Foundation's Board of Trustees (2022-2023), served as Deputy Chair of Cancer Research UK (2015-2018), and was a Non-Executive Director of NHS England (2016-2019).

Her contributions extend to culture and education—she sits on the Council of the Oxford University and was previously on the board of the Oxford University Press, a trustee of the English National Ballet and a member of The King's Trust council.

Educated at Dartmouth (BA, Economics) and Stanford GSB (MBA), Wendy is respected for her business clarity, governance acumen, and thoughtful leadership across industries. Her career demonstrates how deep commercial experience and cross-sector stewardship can support next-generation innovation and institutional trust.

She brings deep cross-sector expertise in:

- Technology & consumer services – chairing Logitech through product cycles, digital growth, and investor expectations
- Corporate governance & compensation architecture – shaping board effectiveness and leadership incentives at FTSE and global firms
- Health & social purpose institutions – leading strategy and governance in major public-interest bodies
- Academic & cultural oversight – guiding strategic investment and policy in higher education and cultural institutions

WENDY
BECKER



DICK BOER

Dick Boer is Deputy Chair and Senior Independent Director at Shell plc (since 2023). He also serves as Chair of the Supervisory Boards of Just Eat Takeaway.com and Het Concertgebouw NV (since 2022), and as Lead Independent Vice Chair at Nestlé. He also chairs the advisory board of VNO-NCW, the Royal Concertgebouw Orchestra, and the Rijksmuseum Fund — roles through which he shapes strategy and governance in energy, culture, FMCG, and national institutions.

Dick was the CEO of Ahold (2011-2016), and following its merger with Delhaize, served as President and CEO of Ahold Delhaize (2016-2018). He led the integration of two major grocery chains and expanded their omnichannel presence. Earlier in his career, he became CEO of Albert Heijn in 2000 and guided Ahold's European operations as COO before his executive succession.

He began his career at SHV Holdings and Unigro, rising through international roles in retail. Known for transforming Ahold into a digitally enabled retailer and completing the €9.3 billion merger that created Ahold Delhaize, Dick was praised for balancing growth, efficiency, and sustainability in a competitive global market.

Educated at HEAO Breda, Dick is celebrated for his strategic clarity, cultural fluency, and ability to navigate complex leadership transitions. His ongoing board roles reflect a commitment to innovation, institutional integrity, and the public good—qualities that make him a powerful mentor for leaders in retail, energy, culture, and governance.

He brings deep cross-sector expertise in:

- Retail & grocery omnichannel strategy — pioneering digital transformation, mergers and brand integration at scale
- Corporate governance & board leadership — leading supervisory boards in energy, retail, consumer goods, and culture
- Sustainability in consumer corporates — embedding purpose-driven growth and ESG frameworks in global consumer chains
- Capital-intensive and public institutions — overseeing governance in national cultural and heritage bodies



SIR PETER BONFIELD CBE

Sir Peter Bonfield currently serves as a Non-Executive Director of Taiwan Semiconductor Manufacturing Company (TSMC), a role he has held for 23 years, and Mentor Graphics, offering strategic counsel to two of the world's leading semiconductor technology firms.

He was the founding Chair of NXP Semiconductors plc (2006-2023), guiding the Dutch–U.S. spin-out from Philips to become a global leader in automotive, secure, and semiconductor technologies. His 17-year tenure steered NXP through transformative acquisitions and market positioning.

Before that, Sir Peter led major technology firms as CEO of BT Group (1996-2002), during which he navigated the company through deregulation and the internet era, and as CEO of ICL plc (1981-1995), guiding the British mainframe and computing business through a complex period of restructuring.

A foundation in engineering fuels his insight: his early work at Texas Instruments (1966–1981) encompassed semiconductor process innovation, securing patents, and laid the groundwork for his enduring passion for innovation and operational excellence.

A Fellow of the Royal Academy of Engineering and recipient of a knighthood (1996) and CBE (1988), Sir Peter has earned 11 honorary doctorates and awards, including the FT's Outstanding Director accolade in 2019. His board and advisory roles span leading institutions, including Imagination Technologies, and Loughborough University. A former engineer and inventor, he remains deeply committed to helping leaders remain relevant amid rapidly evolving technology landscapes.

He brings deep cross-sector expertise in:

- Semiconductors & electronics engineering – strategic oversight in chip design, manufacturing, and secure systems
- Corporate governance & board stewardship – chairing and advising global tech companies during phases of scale, spin-outs, and transformation
- Digital infrastructure & telecommunications strategy – leading ICL's keyframe product strategy and BT's shift to open market competition
- M&A & structural resilience – steering major rights issues, carve-outs and international deals with institutional discipline



DR SVEIN RICHARD BRANDTZÆG

Svein Richard Brandtzæg was President & CEO of Norsk Hydro ASA (2009–2019), where he led the global aluminium and renewable energy company through a decade of strategic transformation. Under his leadership, Hydro expanded its international footprint, built integrated value chains, and embedded sustainability and circular economy principles across its operations. He remains an Advisor to the CEO and Technology Board at Norsk Hydro.

Svein Richard is Chair of Dormakaba Holding AG, a Non-Executive Director at Mondi plc and Rotork plc. He is Chair of the Council on Ethics for the Norwegian Sovereign Wealth Fund.

Previously, he was a member of the International Council of Metals and Mining (ICMM), 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 a Board Member of SLC Sibelco SA, and Eramet Norway A/S.

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 Sovereign Wealth Fund and chaired a government committee for business development. From 2011 to 2019 Svein Richard was the Norwegian Representative in the Bilderberg Meetings Steering Committee.

Earlier in his career, he held senior management roles in R&D and business units across Hydro's aluminium divisions, where he built strong commercial, technical, and international skills.

A PhD chemist from NTNU and business graduate from BI Norwegian Business School, Svein Richard is a Fellow of the Norwegian Academy of Technological Sciences. He is widely recognised for his strategic clarity, operational pragmatism, and ability to align technical innovation with governance excellence. His leadership continues to shape industrial resilience, ethical investing, and sustainable growth across global manufacturing systems.

He brings deep cross-sector expertise in:

- Industrial manufacturing value chains – leading R&D, vertical integration, and infrastructure innovation.
- Board governance and ethical leadership – chairing and advising across high-profile boards, including manufacturing, finance, and governance bodies.
- Sustainability and circular economy strategy – embedding environmental responsibility and product lifecycle thinking at corporate scale.
- International expansion and operational integration – steering global businesses through multi-jurisdictional growth and governance alignment.



THOMAS BUBERL

Thomas Buberl is widely respected in global financial services, best known for leading one of the world's largest insurance groups through a period of strategic transformation, the share price has nearly doubled in the last five years. He is CEO of AXA Group (2016–present), where he oversees operations in more than 50 countries. He has successfully repositioned the group from a traditional life insurer into a more agile, capital-light, and risk-diversified global player.

Thomas's leadership is defined by his ability to navigate complexity—simplifying structures, modernising systems, and driving performance in mature and emerging markets alike. Before becoming Group CEO, he was CEO of AXA Germany (2012–2015) and AXA Konzern AG (2012–2015), where he led a strategic realignment in a highly competitive and regulated market. He previously held executive roles at Zurich Insurance Group, including CEO of Zurich Switzerland (2008–2010), with responsibility for operational turnaround and customer innovation. He began his career at Boston Consulting Group in banking and insurance.

Thomas holds several influential non-executive roles. He sits on the Board of IBM, the global technology and consulting group listed on the S&P 100, and is a member of the Board of Trustees of the World Economic Forum. These roles reflect his broad strategic outlook and ongoing engagement in global conversations around digital infrastructure, corporate governance, and economic resilience.

Sustainability has formed a consistent thread in Thomas's strategic agenda—whether through AXA's early exit from coal-related investments, its leadership role in the Net-Zero Insurance Alliance, or the integration of ESG considerations into long-term capital deployment.

Recognised for his strategic clarity and calm authority, Thomas continues to be an influential voice at the intersection of finance, policy and innovation. A dual Swiss-German national with academic credentials in economics and business management, he combines analytical depth with cross-cultural fluency—qualities that underpin his leadership across complex, high-stakes environments.

He brings deep cross-sector expertise in:

- Insurance & risk advisory – leading complex global portfolios and risk strategies across regulatory environments
- Digital & data transformation – driving innovation in customer experience, platform efficiency, and analytics
- Financial services strategy – executing international M&A and aligning capital, risk, and growth priorities
- Boardroom governance – contributing to strategic oversight and global business leadership across industries



TON BÜCHNER

Ton Büchner currently serves as Chair of Burckhardt Compression AG and Swiss Prime Site AG, leading governance and sustainability agendas across Swiss industrial and real estate platforms. He also holds the role of Board Member at Novartis AG, bringing extensive executive insight to a global healthcare leader.

Ton is perhaps best known for his time as CEO and Chair of the Executive Board at AkzoNobel NV (2012-2017), where he steered the global coatings and speciality chemicals company through a period of strategic refocus and sustainable innovation. Under his leadership, AkzoNobel earned top rankings in the Dow Jones Sustainability Index and FTSE4Good, reflecting his clear emphasis on ESG integration.

Before joining AkzoNobel, Ton served as CEO of Sulzer AG (2007-2011), where he revitalised its pumps and turbomachinery divisions, built its China presence, and fostered cultural and operational transformation. He had advanced through senior roles at Sulzer, including divisions in Switzerland and China, and began his career in oil and gas construction engineering across Asia-Europe.

A civil engineer by training (Delft University) with an MBA from IMD, Ton is fluent in six languages and known for blending technical precision with strategic vision. A respected voice in Swiss business and global industrial circles, he delivers rare insight for leaders navigating engineering complexity, sustainability imperatives, and multinational governance.

He brings deep cross-sector expertise in:

- ESG-driven industrial transformation – embedding sustainability into the product lifecycle, governance, and corporate purpose
- Strategic leadership in chemicals & engineering – scaling R&D, refining global market strategies, and delivering operational improvements
- Board governance & capital stewardship – leading executive and supervisory boards across public and private institutions
- Cross-border operations & culture management – cultivating international teams in Europe, China, and beyond



PAUL BULCKE

Paul Bulcke currently serves as Honorary Chair of Nestlé SA, following a distinguished tenure as Non-Executive Chair. Furthermore, he currently serves as Vice Chair of L'Oréal (since 2017), where he oversees strategic governance and sustainability agendas at two of the world's largest consumer-goods companies. He also contributes to global leadership networks as Co-Chair of the 2030 Water Resources Group, a member of the J.P. Morgan International Council, and the World Economic Forum's International Business Council.

Paul began his career at Nestlé in 1979 as a marketing trainee. He advanced through country and regional leadership roles—from Latin America to Europe—becoming Executive Vice-President responsible for the Americas (2004-2008). As CEO (2008-2016), he led Nestlé through a challenging economic period, maintaining steady growth while reinforcing brand equity and earning the moniker “une force tranquille” for his calm, disciplined leadership.

Under his leadership, Nestlé has deepened its sustainability commitments—especially in water stewardship and food waste reduction—while maintaining robust financial performance. His dual role at L'Oréal reinforces his reputation as a guardian of ESG and long-term brand value in consumer-facing industries.

Educated as a commercial engineer at KU Leuven and Vlerick Business School, Paul is fluent in six languages and known for his reserved yet decisive leadership style. His 45 years at Nestlé, combined with his prominent global roles, make him a mentor for business leaders seeking to balance commercial growth with global responsibility.

He brings deep cross-sector expertise in:

- Global brand & consumer strategy – steering iconic brands across geographies and through digital integration
- Governance & long-term value creation –leading global boards with a focus on sustainability and strategic continuity
- Sustainability & shared-value leadership – advocating for water conservation, environmental accountability, and circular economy principles
- Global leadership networks – engaging across multinational councils to shape public–private collaboration on systemic issues



SIR ROGER CARR

Sir Roger Carr is one of the UK's most respected and experienced business leaders, with a distinguished career spanning more than four decades at the helm of major British enterprises. He most recently served as Chair of BAE Systems plc (2014-2023), one of the world's leading defence, aerospace and security companies. In this role, Sir Roger chaired a FTSE 100 board operating at the intersection of global security, advanced technology and international policy.

Throughout his career, Sir Roger has exemplified outstanding leadership in complex, regulated environments - most notably in the defence, energy, and consumer goods sectors. He served as the Chair of Centrica plc (2004-2014) and held the position of Vice Chair and Senior Independent Director of the Court of the Bank of England (2007-2012). His prior appointments also include the chairing Cadbury plc and Thames Water, alongside Non-Executive Directorships at organisations such as the BBC and MITIE Group.

As a former President of the Confederation of British Industry (CBI), Sir Roger played a pivotal role in shaping UK business policy and promoting enterprise at both national and international levels. He is widely recognised for his ability to balance strategic foresight with pragmatic stewardship, particularly during times of transformation, scrutiny, or challenge.

He has advised governments, engaged with activist investors, and led organisations through high-profile cross-border transactions. He offers cross-sector insight, institutional memory and a steadying presence in the boardroom - qualities that hold enduring value in an increasingly volatile corporate landscape.

He brings deep cross-sector expertise in:

- Aerospace & defence – oversight of multinational defence programmes and public-private collaboration
- Energy & utilities – board-level leadership across conventional and renewable energy platforms
- Consumer brands – navigating complex M&A, and aligning stakeholder interests
- Public institutions & policy – Informing macroeconomic strategy and championing responsible governance



VICTOR CHU

Victor Chu currently serves as Chair and CEO of First Eastern Investment Group (since 1988), a Hong Kong-based international investment firm that was among the first to pioneer private equity and venture capital investment in China. He is also Chair of Council at University College London (since 2019), Member of the Board of Airbus SE, and Member of the Board of Nomura Holdings Inc., reflecting his continued influence on global industrial finance and corporate governance.

Victor's career began after qualifying as a lawyer in London and Hong Kong when he founded Victor Chu & Co. in 1985. Opting to blend legal training with entrepreneurial risk, he established First Eastern in 1988, leading the firm's investments into early-stage Chinese infrastructure, toll roads, water treatment, manufacturing, FinTech, and the launch of Japan's Peach Aviation. His success attracted co-investments from major international institutions, securing strategic partnerships across Asia and fortifying his reputation as a trusted bridge between East and West.

His governance portfolio extends beyond business. Victor is Co-Chair of the World Economic Forum's International Business Council, former Foundation Board member of the World Economic Forum (2003-2015), and former Deputy Secretary-General of the International Bar Association (1995-2000). He has served on advisory bodies in Hong Kong, including the Stock Exchange, SFC, Takeovers Panel, and the Chief Executive's Council of Advisers. As Chair of UCL's Council, he actively shapes higher-education strategy and promotes environmental sustainability.

A graduate of University College London (LLB), Victor is a classic global citizen—educated in Hong Kong and England, and licensed to practise law in both jurisdictions. Recipient of the Kiel Institute's 2011 Global Economy Prize and a CBE (2019), he is regarded for his foresight, integrity and ability to animate networks across capital, policy and institutional ecosystems—making him an inspiring mentor for leaders at the interface of business, public policy and globalisation.

He brings deep cross-sector expertise in:

- China–West private investment – structuring high-impact deals in frontier markets and bridging regulatory cultures
- Infrastructure & growth equity – Financing high-value assets in transport, water, environment and tech
- Global corporate governance – advising boards of major multinationals and shaping institutional strategy
- Policy & institutional leadership – navigating complex advisory roles across public, education and economic sectors



CLAUDIO COSTAMAGNA

Claudio Costamagna was Chair of the Investment Banking Division for Europe, the Middle East and Africa at Goldman Sachs. Widely regarded as one of Europe's leading dealmakers, he played a central role in landmark M&A and capital markets transactions during a period of intense corporate transformation.

Claudio is currently Lead Independent Director at FTI Consulting, Inc., and Chair of CC & Soci S.r.l., the Milan-based private equity and advisory boutique he founded in 2007. He is also on the boards of Ferragamo Finanziaria the holding company of the Salvatore Ferragamo Group, Finarvedi, Italiana Petroli, and Salini Costruttori.

He was Chair of Advanced Accelerator Applications a European pharmaceuticals group founded in 2003 and acquired by Novartis for \$3.9 billion in 2018. He was Chair of Salini Impregilo (now Webuild), guiding critical turnaround efforts at Italy's leading infrastructure construction group. Claudio was Chair of Cassa Depositi e Prestiti (CDP), the €550bn government owned holding company for large industrial conglomerates such as ENI, SNAM, Fincantieri and Terna, and CDP Equity. Here he played a strategic role in advancing Italy's industrial development. He also co-founded and chaired REVO Insurance and Elba Assicurazioni, and was an Independent Director at Luxottica, Bulgari and Virgin Group.

Educated at Bocconi University (Business Economics) and named Bocconi Alumnus of the Year (2004), Claudio has shaped financial architecture in banking, infrastructure, fashion and biotech. His leadership, marked by entrepreneurial insight, global outlook and governance excellence, makes him a powerful mentor for leaders operating at the nexus of strategy, investment and institutional growth.

He brings deep cross-sector expertise in:

- Global investment advisory & private equity – structuring and executing transactions across industrial, biotech, engineering and infrastructure sectors
- Board governance & compensation strategy – chairing committees in advisory firms, commodity groups and family enterprises
- High-stakes M&A & capital markets – leading cross-border deals and IPO-level advisory in Europe and North America
- Pan-sector diversification & strategic scale-up – Scaling boutique firms and advising corporates across diverse industries



DAME VIVIENNE COX DBE

Dame Vivienne Cox currently serves as Chair of Victrex plc (since 2022), a company specialising in high-performance polymer technology, Chair of the Rosalind Franklin Institute (since 2018), where she guides national life-science innovation and public-private research collaborations and is an Independent Non-Executive Director of Haleon plc (since 2022).

Her previous non-executive roles, include Senior Independent Director at Pearson plc, and Non-Executive Director of GSK plc (2016-2022).

Dame Vivienne's enjoyed a 28-year executive career at BP which culminated in senior leadership positions, including Executive Vice President for Gas, Power & Renewables, where she played a pivotal role in launching BP Alternative Energy Ltd.

Post-BP, she has demonstrated a strong track record in sustainability-focused governance, including roles at Vallourec, Rio Tinto, and BG Group, as well as advisory positions with UK government bodies and humanitarian-focused charities.

A chemist by training (Oxford MA) with an MBA from INSEAD and multiple honorary doctorates, Dame Vivienne is renowned for her strategic clarity, scientific fluency, and her ability to bridge technical, civic, and commercial realms. Dame Vivienne combines technical depth with strategic oversight in boardroom settings. She is a vocal champion of diversity and ESG-driven governance, recognised with a CBE (2016) and DBE (2022) for her services to sustainability, inclusion and business leadership.

Her holistic governance style - rooted in innovation, ethics, and delivery - positions her as a formidable mentor for leaders operating at the intersection of science, sustainability, and institutional excellence.

She brings deep cross-sector expertise in:

- Advanced materials & industrial innovation – chairing technology platforms at the forefront of polymer and biotech deployment
- Health & life-sciences governance – steering institutional agendas at major R&D organisations and public-private initiatives
- ESG, energy transition & corporate strategy – pioneering renewable approaches in oil & gas and embedding sustainability at scale
- Board architecture & stakeholder insight – advising diverse boards on risk, governance, workforce engagement, and regulatory alignment



MARK CUTIFANI CBE

Mark Cutifani was CEO of Anglo American plc (2013–2022), where he steered one of the world’s largest mining groups through a period of intense operational, financial, and cultural renewal. Taking the helm during a commodity downturn, he executed a radical portfolio restructure, halving the number of assets while significantly improving safety, productivity, and returns. His tenure not only restored Anglo American’s financial resilience but also repositioned the company as a leader in responsible mining, innovation, and sustainability.

Mark is Chair of Global Tailings Management Institute, an organisation which works to promote safety across the mining industry. He is also an Independent Director at TotalEnergies. Previously, he served as Senior Independent Director and Sustainability Committee Chair at Laing O’Rourke plc.

He was Chair of Vale Base Metals, where he has oversaw the newly ring-fenced nickel, copper, and cobalt division of Brazil’s Vale S.A., and guided the unit through a strategic repositioning aimed at growth and efficiency in preparation for an anticipated liquidity event. Mark was previously Chair of De Beers Group of Companies and a Non-Executive Director of Anglo American Platinum Ltd.

Before Anglo American, Mark was CEO of AngloGold Ashanti, where he stabilised an over-hedged gold portfolio and significantly improved safety and performance. Earlier roles include COO of Vale Inco’s global nickel division, and leadership positions at Inco, Normandy Group, Sons of Gwalia, Western Mining Corporation and CRA (Rio Tinto).

A graduate in mine engineering from the University of Wollongong, Mark began his career underground at Coal Cliff colliery in 1976. He is a Fellow of the Royal Academy of Engineering, AusIMM, and IOM3, and was appointed CBE in 2024 for services to investment in the global mining industry. He has been honoured with a Lifetime Achievement Award and multiple industry recognitions, including Mines and Money and the AusIMM Institute Medal.

Mark is known for his strategic clarity, moral courage, and ability to lead large-scale, culture-changing transformations. His current and past leadership roles combine technical depth with governance acumen, offering valuable insight to organisations navigating resource intensity, energy transition, and public trust.

He brings deep cross-sector expertise in:

- Mining turnaround & operational excellence – dramatically improved profitability, safety and efficiency at diversified mining companies
- Energy transition metals strategy – steering base-metal asset strategy, investor exit readiness, and ESG positioning
- Global resource governance – serving on boards of major energy and infrastructure firms, with a focus on sustainability and capital discipline
- Stakeholder engagement & ethical leadership – rebuilt trust with employees, regulators, investors and communities through transparent, accountable governance



BARBARA DALIBARD

Barbara Dalibard is Chair of the Supervisory Board at Michelin (since 2021) and is a Board Member of Rexel (since 2021), Devoteam, and Dataiku. She also holds a seat on the Académie des Technologies, offering strategic oversight across automotive, energy distribution, digital consulting, and artificial intelligence platforms.

Barbara's executive career is marked by breakthrough transformations in transport and technology. From 2016 to 2021, she was CEO of SITA, the world's largest IT provider to the air transport industry, where she led innovation in global baggage, border and aircraft systems.

Before that, she held the role of CEO of SNCF Voyageurs (2010-2016)—managing France's passenger rail services, launching the OUIGO low-cost train network, and integrating mobility services such as Ouibus and iDVroom into a broader door-to-door offering.

Earlier in her career, she built deep technology and telecom credentials at France Télécom and Orange. She led Alcanet International (an Alcatel subsidiary) and later became Head of Orange Business Services, where she expanded enterprise telecom and IT services across 220 countries. Her work included pioneering mobile data, ADSL, and 3G services in Europe.

Barbara holds dual Master's degrees from Télécom ParisTech and École Normale Supérieure and is an honorary Corps des Mines engineer. An Officer of the Légion d'honneur and the Ordre national du Mérite, she also holds an Honorary Doctorate from École Polytechnique de Montréal. Known for her analytical leadership, cross-sector agility and governance rigour, she is a compelling mentor for executives pursuing innovation-led transformations in complex, technology-driven industries.

She brings deep cross-sector expertise in:

- Transport technology & mobility platforms – shaping digital transformation in aviation and rail, with end-to-end passenger systems
- Telecom & enterprise IT strategy – scaling global telecom infrastructure and digital services across continents
- Board governance & sustainability – chairing and advising technological and industrial boards, with a focus on digital innovation and ethics
- Innovation & digital transformation – advancing AI, data analytics, and platform-driven growth in board and executive roles



SIR JEREMY DARROCH

Sir Jeremy Darroch is recognised as a leader in steering complex organisations through digital transformation, international expansion and sustained commercial growth. He currently serves as the Chair of Reckitt Benckiser, is a Non-Executive Director of The Walt Disney Company and an Executive Adviser to KKR.

Sir Jeremy is best known for his tenure as Group CEO of Sky plc (2007-2021), where he transformed the company from a satellite broadcaster into Europe's leading direct-to-consumer media and entertainment business. Under his leadership, Sky entered new markets including broadband, mobile and original content, and was ultimately acquired by Comcast in 2018 in a landmark £30 billion deal—one of the most significant media transactions in European history.

Before Sky, he served as Group Finance Director of DSG International (now Currys plc) and began his career at Procter & Gamble (1988-1999), where he held a range of senior commercial and financial roles in the UK and Europe.

He has also previously served as Senior Independent Director at Burberry and as a Non-Executive Director at Marks & Spencer.

Knighted in 2023 for services to business, the economy and charity, Sir Jeremy is recognised for his values-led leadership and ability to navigate long-range strategic complexity. He is deeply committed to identifying and developing talent. His thoughtful, people-centred approach consistently brings out the best in those around him, creating lasting value through empowered leadership. He invests deeply in understanding individuals, helping them unlock their unique strengths and grow into impactful leaders. energy transition, and public trust.

He brings deep cross-sector expertise in:

- Media & consumer technology – scaling digital platforms, subscription models and original content strategy
- Corporate strategy & M&A – leading transformative transactions and cross-border integrations
- Consumer goods & retail – driving operational alignment and commercial innovation in fast-moving sectors
- Private equity & governance – advising institutional investors and serving on boards of global public companies



MATT DAVIES

Matt Davies currently serves as Chair of Auto Trader Group plc (since 2023), Chair of Greggs plc (since 2022), Chair of Travel Counsellors, and Operating Partner at Advent International—a leading global private equity investor.

In prior non-executive roles, he chaired N Brown plc. He served on the board of Dunelm Group, bringing seasoned retail and governance experience to both FTSE-listed and privately backed businesses.

He served as CEO of Pets at Home from 2004, growing the business into a £955 million KKR-backed sale after doubling its retail footprint to 300+ outlets. He then led Halfords as CEO (2012–2015), steering a successful turnaround following a challenging period marked by profit warnings. In 2015, he was appointed CEO of Tesco UK & ROI, where he led recovery and cultural renewal during a testing time for Britain's largest supermarket chain.

A qualified Chartered Accountant, Matt built his executive career by transforming the UK retail sector. He joined the industry with Arthur Andersen and Rothschild before taking the helm of Pets at Home as CEO in 2004, growing the business into a £955 million KKR-backed sale after doubling its retail footprint to 300+ outlets.

Matt is recognised for his pragmatic intelligence, inclusive leadership, and ability to unify performance, culture, and stakeholder trust.

He brings deep cross-sector expertise in:

- Retail & digital marketplaces – establishing high-growth consumer platforms and steering FTSE-listed businesses
- Corporate turnaround & cultural renewal – reviving underperforming retail chains with disciplined execution and strategic clarity
- Board leadership & capital allocation – driving governance, reward frameworks, and investor alignment at major public and PE-backed firms
- Private equity & strategic advisory – scaling businesses through investment insight and operational influence in global markets



WOUT DEKKER

Wout Dekker is a seasoned board leader with deep expertise across the agri-food, logistics, and industrial sectors. He is currently Chair of the Supervisory Board at Randstad N.V. (since 2015) and sits on the boards of SHV Holdings, Pon Holdings, and Hendrix Genetics, where he shapes governance strategy across multinational enterprises.

With over 30 years of executive experience, Wout was CEO of Nutreco N.V. from 2000 to 2012, guiding the company's global expansion in animal nutrition, aquaculture, and sustainable agriculture. His leadership was marked by a strong emphasis on R&D, biodiversity, and circular farming systems. He also championed inclusive impact initiatives—most notably a partnership with Women on Wings to generate rural employment for women in India, and the promotion of sustainable farming practices across Northern Europe.

Wout began his career at BP in various European roles before transitioning to the food and agriculture sector. Following his time at Nutreco, he has brought his governance acumen to numerous supervisory boards, including as former Chair of Rabobank, as well as leadership at the Princess Máxima Centre for Pediatric Oncology. Across his board appointments, he is known for advancing innovation, ethical investment, and long-term value creation.

A Master's graduate in Animal Sciences from Wageningen University, Wout is celebrated for merging technical acumen with values-driven stewardship. He is known for his strategic clarity, commitment to rural development, and capacity to lead transformational programmes across corporations and institutions—qualities that make him a mentor for leaders balancing industrial scale with social purpose.

He brings deep cross-sector expertise in:

- Agri-food & aquaculture value chains – scaling feed, nutrition, and sustainable farming across Europe, North America, and Asia
- Industrial & logistics governance – advising multinational boards in HR services, transport, energy, and animal genetics
- Sustainability & ethical investment – embedding biodiversity, ethical sourcing, and rural empowerment into business strategy
- Global board leadership – guiding complex supervisory boards through governance, risk, and stakeholder alignment



LUISA DELGADO

Luisa Delgado is currently Chair of Swarovski International Holding AG (since 2021) and Lead Operating Director at Schleich GmbH (since 2019). She also holds non-executive roles as Vice-Chair of Barclays Bank (Suisse) and Independent Director at Ikea/Ingka Group, Telia Company, Fortum Oyj, DIA Group, as well as Board Member of Breitling.

Her executive career includes leading global organisations in luxury and FMCG, serving as CEO of Safilo Group (until 2018), the world's second-largest premium eyewear company, steering digital innovation and operational turnaround. Earlier, she was an Executive Board Member and CHRO at SAP SE and earlier led Procter & Gamble in the Nordics as both regional CEO and HR VP for Western Europe, building a strategic and people-centred culture across multiple countries.

As a mentor and governance expert, Luisa actively engages in global corporate counsel. She is a member of the INSEAD Corporate Governance Council and has supported high-potential leaders, CEO succession candidates, and boards across digital, luxury, and start-up ecosystems.

Fluent in seven languages and trained in law (LL.B. University of Geneva; LL.M. King's College London), Luisa is also a lifelong learner in the arts, culture, and emerging technologies. She exemplifies an agile, inclusive leadership style rooted in purpose, resilience, and governance integrity.

She brings deep cross-sector expertise in:

- Luxury goods & consumer transformation – integrating digital strategy and operational excellence at scale
- Board governance & compensation strategy – serving on FTSE-listed, family-owned, and private-equity platforms with a focus on value creation
- Leadership & organisational culture – scaling people-first leadership through industrial, tech, and retail sectors
- Mentoring & chair-level advisory – advising globally on board succession, governance frameworks, and strategic purpose



PAUL DESMARAIS III

Paul Desmarais III currently serves as Chair & CEO of Sagard Holdings (since 2016)—an alternative asset manager he helped establish to expand the investment footprint of Power Corporation of Canada, the Desmarais family’s long-standing holding company. Under his leadership, Sagard has evolved into a dynamic platform spanning venture capital, private equity, private credit, and healthcare royalties. While operating independently, Sagard reflects the family’s long-term investment philosophy and commitment to building enduring capital structures with generational oversight. Paul is a Senior Vice-President of Power Corporation of Canada and Power Financial (since 2017).

In his role at Sagard, he co-founded and chairs both Portag3 Ventures (fintech) and Diagram Ventures (venture builder), and leads portfolio boards including Wealthsimple, Dialogue, Novisto, and Grayhawk, while also serving on boards such as Nesto, Midas, and Empower. These roles reflect his commitment to blending innovation, impact, and sophisticated capital deployment across North America, Europe, and beyond.

Paul’s career began with analyst roles at Goldman Sachs, followed by leadership positions at Imerys (strategy) and Great-West Lifeco (risk management). He joined Power Corporation and Power Financial in 2014, rising to SVP by 2017. Since 2016, he has spearheaded Sagard’s remarkable ascent from a family-affiliated investment platform to a global fund manager with over US \$25 billion in assets, supporting high-growth ventures and championing impact investing aligned with the UN PRI and carbon neutrality goals.

Beyond private markets, Paul is a leading voice in social and cultural philanthropy. He co-founded the Black Wealth Club and the Indigenous Leadership Circle, co-chairs the Centraide of Greater Montréal Major Donors Campaign (since 2022), and serves as Honorary Co-President of the Sainte-Justine Hospital Foundation (since 2023). He also lends his insight to boards including Rideau Hall Foundation, Alpine Canada, and the Montreal Museum of Fine Arts, illustrating his dedication to inclusive leadership and civic impact.

Educated at Harvard (BA Economics) and INSEAD (MBA), Paul is recognised for combining family legacy with bold entrepreneurship, marrying financial acumen with cultural empathy. His leadership offers an inspiring model for business executives seeking to unite scale, innovation, and a positive legacy.

He brings deep cross-sector expertise in:

- Private capital & venture ecosystems – structuring high-performing, mission-aligned funds across fintech, healthcare, real estate, and tech-growth ventures
- Board governance & foundational leadership – establishing governance frameworks for early-stage and scale-up companies, and driving chair-level stewardship
- Socio-economic impact & inclusion – building network-based initiatives to diversify wealth creation and mentoring in underrepresented communities
- Global fund management – operating multi-strategy platforms, expanding cross-border portfolios, and leading capital deployment across asset classes



MICHAEL DIEKMANN

Michael Diekmann currently serves as Chair of the Supervisory Board at Allianz SE (since 2017), where he leads pivotal committees including Risk, Sustainability, Audit, Personnel, Nomination, and Digital Strategy.

He also holds a significant non-executive role as Deputy Chair of the Supervisory Board at Fresenius SE & Co. KGaA (since 2014) and was a member of the Supervisory Board at Siemens AG (2008-2023), BASF SE (2003-2019) and Linde AG (2003-2017), further demonstrating his leadership across global financial services, healthcare, and industrial sectors.

Michael spent 27 years at Allianz before becoming CEO (2003-2015). He led a decisive turnaround that restored profitability and positioned the company as a global insurance and asset management leader. Taking the helm in the wake of the costly Dresdner Bank acquisition, he implemented sweeping cost reductions, refocused the business on core operations, and returned the group to profitability within a year. He also led Allianz's legal transformation into a European company (Societas Europaea), consolidated its European footprint, and oversaw strong international expansion.

Michael studied law and philosophy at the University of Göttingen. Known for his analytical intellect, operational discipline, and principled leadership, Michael is respected as a builder of global institutions grounded in integrity and strategic renewal. His career offers inspiration and practical guidance for leaders navigating scale, innovation, and governance in interconnected industries.

He brings deep cross-sector expertise in:

- Insurance & asset management leadership – transforming Allianz into a global financial powerhouse with integrated operations and significant assets under management
- Strategic governance & committee stewardship – chairing multiple top-tier supervisory committees, reinforcing board transparency, ESG oversight and digital transformation
- Global risk & crisis navigation – turning around regional insurance carriers and guiding enterprise risk management through eras of geopolitical and regulatory change
- Board-level capital & institutional oversight – Serving on supervisory boards of large DAX-companies, driving governance excellence in different sectors



LYNN L. ELSENHANS

Lynn Laverty Elsenhans currently serves as a Non-Executive Director of Taiwan Semiconductor Manufacturing Company (TSMC) (since 2024) and Saudi Aramco (since 2018). She was previously a Non-Executive Director at GlaxoSmithKline plc, Independent Director at Baker Hughes Co., and Flowserve Corporation.

In 2008, as Chair, President & CEO of Sunoco, Inc. and Sunoco Logistics Partners LLC (2008-2012), she became the first woman to lead a major U.S. oil company. She drove a decisive strategic pivot: exiting refinery operations, focusing on high-return logistics and fuel marketing, and orchestrating a successful corporate simplification and recovery of shareholder value.

She is widely recognised for her pioneering 28-year tenure at Royal Dutch Shell, including leadership roles as Executive Vice-President of Shell Downstream Global Manufacturing, President & CEO of Shell Oil Products USA, and Regional CEO for Asia Pacific & Middle East—positions in which she oversaw refining, petrochemicals, logistics and large-scale operations across North America, Europe, and Asia.

Educated in Applied Mathematics (Rice University) and holding an MBA from Harvard Business School, Lynn is renowned for her bold leadership, disciplined execution, and capacity to guide complex organisations through technological, environmental, and strategic change.

She brings deep cross-sector expertise in:

- Energy & industrial operational leadership – leading global refining, petrochemical, and logistics platforms with rigour and systems discipline
- Strategic transformation & divestiture – directing major portfolio realignment at Sunoco and Shell under complex market environments
- Board governance & risk oversight – Serving on high-profile international boards spanning energy, engineering, life sciences and downstream manufacturing
- Governance in emerging markets – navigating new roles with Saudi Aramco and TSMC, combining governance expertise with cross-border insight



BARONESS RONA FAIRHEAD CBE

Baroness Fairhead currently serves as Chair of RS Group plc (since 2021) and as a Non-Executive Director of Oracle Corporation (since 2019). She is also Senior Independent Director at CVC Capital Partners and is a member of the International Advisory Council of Hong Kong Exchanges & Clearing (HKEX, since 2023). These roles reflect her strength in corporate governance, board leadership, and cross-border financial strategy.

From 2017 to 2019, she served as Minister of State for Trade and Export Promotion, having been appointed a life peer in the House of Lords in 2017, where she led initiatives to boost UK exports, negotiate trade frameworks, and champion innovation-led growth.

Before her public service, Baroness Fairhead was Chair and CEO of the Financial Times Group (2006-2013), guiding its digital transition and strategic realignment; and earlier served as Chief Financial Officer of Pearson plc (2002-2006). She was the last Chair of the BBC Trust (2014-2017), steering the organisation through its transition to a unitary board model.

Earlier roles include executive leadership positions at ICI and Bombardier, as well as non-executive directorships at HSBC (2004-2016), PepsiCo (2014-2017), and The Economist Group (2005-2014).

Educated at Cambridge (law, double first) and Harvard Business School (MBA), Baroness Fairhead also holds honorary doctorates and is an Honorary Fellow of St Catharine's College, Cambridge. Known for her strategic clarity, institutional sophistication, and value-based governance, she is a compelling mentor for leaders navigating organisational transformation, public-private engagement, and global responsibility.

She brings deep cross-sector expertise in:

- Media governance & digital transformation – leading the FT's shift from print to digital and managing public-level media oversight at the BBC
- International trade & economic diplomacy – designing and executing export strategies in government roles
- Corporate finance & board strategy – managing financial leadership as CFO and guiding multinational boards on M&A, talent and governance
- Cross-sector governance architecture – chairing and advising FTSE-listed, private equity, and public bodies with a focus on ethics, diversity, and board effectiveness



MARK FIELDS

Mark Fields was President and CEO of Ford Motor Company (2014-2017), after rising through roles including Chief Operating Officer (2012-2014), Head of the Americas (2005-2012), and President & CEO of Mazda (2000-2002).

He led the transformation of Mazda in Japan, crafted Ford's 'Way Forward' restructuring plan, and drove record North American profitability, including the \$9,300 profit-sharing payout to factory workers in 2015.

During his Ford tenure, Mark advocated for digitalisation and electrification, overseeing investment in EVs like the Mustang Mach-E and strategic collaboration with Argo AI to advance autonomous vehicle technology.

Earlier, he revitalised Ford's European operations and the Premier Automotive Group—home to Volvo, Jaguar, Land Rover, and Aston Martin—steering them back to profitability.

Mark is currently a Senior Advisor to TPG Capital (since 2017) and holds board roles as an Independent Director at LAM Research Corp, Qualcomm Inc. (since 2018), Tanium Inc., Planview Inc., Boomi LP, and Hertz Global Holdings Inc., where he notably acted as Interim CEO (Oct 2021–Mar 2022), championing fleet electrification with the order of 100,000 Tesla vehicles.

A graduate of Rutgers University (BA Economics) and Harvard Business School (MBA), Mark is recognised for blending operational rigour with forward-looking innovation. His leadership trajectory—from transforming Mazda in Japan to orchestrating EV and smart mobility strategies at Ford, then shaping technology-driven firms through board roles—makes him a compelling mentor for leaders bridging legacy industries and future mobility.

He brings deep cross-sector expertise in:

- Global automotive turnaround strategy – leading 'Way Forward' restructuring during times of financial stress
- Electric vehicle & autonomous systems leadership – pioneering funds and partnerships for electrification and self-driving technology
- Board governance & capital markets advisory – serving on boards across automotive, technology, SaaS, and private equity sectors
- Cross-border leadership & cultural integration – steering large teams across North America, Europe, and Asia in multicultural environments



ANDREW FISHER OBE

Andrew Fisher currently serves as Chair of Rightmove plc (since 2020), the UK's leading digital property platform, and is a Senior Adviser to EQT Group, one of the world's largest private equity firms. He sat on the Board of MoneySuperMarket Group plc, bringing deep expertise in consumer-facing platforms and digital disruption. He was Senior Independent Director Marks & Spencer plc (2022-2024), where he helped guide the business through a modernisation programme combining heritage retail with digital strategy.

Andrew was previously Executive Chair of Shazam (2013–2018), having joined as CEO in 2005, when the music recognition platform was an early-stage mobile innovator. Under his leadership, Shazam evolved into a global brand with hundreds of millions of users and a transformative media discovery engine, culminating in its acquisition by Apple in 2018. His earlier experience includes senior commercial roles at Infospace and Thomas Cook, reflecting a grounding in both digital and consumer sectors.

A seasoned operator at the intersection of media, retail, fintech and data, Andrew is known for scaling businesses through product innovation, strategic partnerships and market expansion. He brings board-level calm and commercial insight, having overseen both private and public company governance during periods of rapid digital change and value realisation.

Appointed OBE for services to the UK digital economy, Andrew is a highly-regarded figure in the boardroom across technology, commerce and media. His ability to lead complex organisations through high-stakes transformation makes him a valued mentor for executives navigating growth, modernisation and public market dynamics.

He brings deep cross-sector expertise in:

- Digital platforms & marketplaces – building and scaling B2C digital platforms with embedded data and brand loyalty
- Board governance & shareholder alignment – chairing FTSE 100 and 250 companies with clarity, stakeholder management, and long-term value focus
- High-growth leadership & exit strategy – leading growth-stage tech firms through commercialisation, monetisation, and strategic exit
- Omnichannel & consumer strategy – bridging digital-native approaches with legacy businesses seeking innovation and renewal



SIR DOUGLAS FLINT CBE

Sir Douglas Flint currently serves as Chair of Aberdeen Group plc (since 2018), Chair of IP Group plc (since 2018), Chair of the Royal Marsden Cancer Charity, and HM Treasury Special Envoy on China's Belt and Road Initiative. He also serves as Division Co-Chair of the UK Government's Capital Markets Taskforce. Previously, he was an Independent Non Executive Director at BP plc, Chair of the Just Finance Foundation, a Trustee of the Royal Marsden Cancer Charity, and Chair of the Institute of International Finance - roles that demonstrated his influence across financial services, public policy, and the charitable sectors.

Sir Douglas led HSBC for over 22 years, first as Group Finance Director (1995-2011) and then as Group Chair (2010-2017). His tenure encompassed navigating the global financial crisis, restructuring amid misconduct controversies, and preparing the bank for a strategic pivot back to Asia, all delivered with a focus on disciplined governance, stakeholder accountability, and transparent leadership.

Before HSBC, Douglas trained as a Chartered Accountant at Peat Marwick Mitchell (now KPMG). He chaired the Financial Reporting Council's Turnbull Review of internal controls (2004-05) and served on IASB advisory bodies. Since retiring from HSBC, he has been tapped for senior board roles reflecting his deep expertise in finance, oversight, and public policy regulation.

Educated at the University of Glasgow and Harvard Business School's PMD programme, Douglas was awarded the CBE in 2006 and received a knighthood in 2018 for services to banking and finance. His career is defined by principled leadership, financial discipline, and resilience in the face of adversity—as demonstrated in his handling of complex investor and activist situations—complemented by his standout geopolitical perspective and deep insights into Asia, all of which continue to shape global governance, public stewardship, and mentoring at the highest levels.

He brings deep cross-sector expertise in:

- Global financial governance & capital strategy – leading Europe's largest bank through risk, crisis, and pivoting capital geography
- Board architecture & internal controls – embedding audit, risk, sustainability, and governance best practices across financial institutions
- Public-private investment & policy advisory – transforming financial services frameworks via stewardship, foundations, and diplomatic engagement
- Institutional stewardship & charity governance – Leading high-profile boards with clarity, integrity, and long-term vision



DAME ANITA FREW DBE

Dame Anita Frew currently serves as Chair of Rolls-Royce Holdings plc (since 2021)—the first woman to assume the role in the company’s 115-year history—and was the Deputy Chair and Senior Independent Director of Lloyds Banking Group (until 2020). She was previously Chair of Croda International plc (2015-2024) and of Victrex (2008-2014). She has held non-executive director roles at BHP, Northumbrian Water, IMI plc, and Aberdeen Asset Management.

An accomplished executive, Dame Anita began her career at the Royal Bank of Scotland and Scottish Provident, progressed to Director of Corporate Development at WPP, then became an Executive Director at Abbott Mead Vickers plc and founded Frew McMaster, her own investor relations consultancy.

Over three decades, she has demonstrated a rare ability to balance creative strategy, stakeholder engagement, and rigorous governance across various industries. At Rolls-Royce, Dame Anita has steered pivotal board-level decisions—including CEO appointments, financial planning, and post-pandemic recovery—during a period of intense strategic challenge.

At Croda, she led the chemicals group through growth and capital repositioning, while maintaining board focus on innovation, sustainability, and rigorous governance. Her tenure at Lloyds further reflects her depth in risk oversight, remuneration structuring, and large-scale governance of financial services.

Dame Anita was appointed DBE in 2023 for her services to business and the economy. She is an honorary DSc from Aberdeen and a former adviser to the Prime Minister’s Business Council—a trusted mentor and boardroom presence known for blending strategic insight, cultural fluency, and unwavering institutional integrity.

She brings deep cross-sector expertise in:

- Industrial & aerospace governance – board leadership amid technological disruption, capital restructuring, and executive succession
- Chemical & technology board oversight – chairing globally innovative companies while aligning R&D, investor priorities and ESG agendas
- Financial services & risk governance – stewarding major banks through post-crisis restructuring, risk committees, and stakeholder accountability
- Strategic communications & stakeholder management – Informed by early advisory experience and governance leadership across diverse sectors



DAME CLARA FURSE DBE

Dame Clara Furse currently serves as Chair of HSBC UK (since 2017) and as a Non-Executive Director of Assicurazioni Generali S.p.A. (since 2022). She is also Chair of the UK Voluntary Carbon Markets Forum (since 2021), was a Senior Adviser to Chatham House for 15 years until 2025, and a member of the Financial Policy Committee of the Bank of England (2013-2017) - roles that display her influence in financial services, international policy research, sustainability, and global financial policy.

Dame Clara was the first woman to become CEO of the London Stock Exchange (2001-2009), where she led its transition to a publicly listed company through its 2001 initial public offering (IPO) and transformed its technology and governance architecture. She successfully defended against five unsolicited takeover bids – including Nasdaq and Deutsche Börse – and completed the strategic acquisition of Borsa Italiana in 2007, later integrating derivatives and clearing services to broaden the Exchange’s global reach.

She began her career in 1979 as a commodities broker at Phillips & Drew, progressing through UBS to become Global Head of Futures in 1996. She concurrently served as Deputy Chair of LIFFE, where she orchestrated the modernisation of its electronic trading. After her time at UBS, she was Group CEO at Credit Lyonnais Rouse (1998-2000).

Dame Clara’s governance contribution also includes serving as Chair of the Lead Expert Group for a UK government’s Office for Science Foresight Project, as an External Member of the Bank of England’s Financial Policy Committee (2013-2016), a Non-Executive Director at Vodafone plc (2014-2023), Amadeus IT Group (2010-2022), Nomura Holdings (2010-2017), and as Lead Independent Director at the UK’s Department for Work and Pensions (2011-2014).

Educated at the London School of Economics (BSc Economics, 1979), Dame Clara commands recognition as a trailblazing leader, named by Time in its 2007 “100 Most Influential People”, and awarded her DBE in 2008. Renowned for her intellectual rigour, cultural versatility, and principled perseverance, she serves as a mentor and board adviser of rare depth, particularly for those navigating global finance, institutional risk, and systemic transformation.

She brings deep cross-sector expertise in:

- Exchange governance & capital markets infrastructure – overseeing strategic platform transformation and defence of major public markets
- Institutional risk & macro-prudential strategy – shaping UK financial stability as a policymaker at the BoE
- Climate finance & ESG market creation – leading initiatives to establish high-integrity voluntary carbon trading mechanisms
- Board leadership in global trade & finance – steering governance across banking, exchanges, and multinational asset managers



MARCO GADOLA

Marco Gadola currently serves as Vice-Chair of Straumann Holding AG, where he plays a pivotal role as Chair of the Human Resources & Compensation Committee and as a member of the Audit & Risk Committee, guiding the Swiss-listed dental-implant leader through its next phase of growth and leadership depth.

He is also Chair of DKSH Holding AG and Medartis Holding AG, and holds board roles at Bühler Group and AVAG, drawing on his broad commercial, financial, and governance expertise. In addition, Marco is an Operating Partner at Endeavour Vision Ltd and leads his consultancy focused on cultural transformation.

From 2013 to 2019, he held the role of CEO of Straumann Group, during which he more than doubled both revenue and profits and tripled global headcount. His leadership accelerated Straumann's value fivefold, completed successful succession planning, and placed the company at the forefront of digital and clinical innovation in its sector.

Before that, he served as CFO & Executive Vice-President of Operations (2006=2008), then CFO & Regional CEO Asia-Pacific at Panalpina (2008=2012), where he honed his cross-border leadership and operational strategy in a global logistics context.

Earlier, at Hero AG and Hilti, he held senior commercial and finance roles spanning Europe and Asia, and began his career in audit (Sandoz) and corporate finance (Swiss Bank Corporation).

Marco holds a master's degree in Business Administration and Economics (University of Basel) and has completed executive education at INSEAD, LSE, and IMD.

He is respected for his clarity of thought, empathic leadership, and rigorous stewardship—a mentor for leaders aiming to scale high-tech organisations with purpose, governance integrity, and long-term strategic impact.

He brings deep cross-sector expertise in:

- Leadership development & executive succession – embedding talent pipelines and decision-making depth in fast-scale, innovation-led environments
- Industrial-tech governance & risk oversight – chairing committees on compensation, audit, and HR in semiconductor, medtech, and industrial firms
- Global financial & commercial strategy – doubling value through M&A, geographic expansion, and performance transformation
- Cultural change & coaching – mentoring executive teams through personal, organisational and strategic change



THOMAS (TOM) GLOCER

Tom Glocer currently serves as Independent Lead Director at Merck & Co., Inc. (since 2017) where he chairs the Governance Committee and sits on the Compensation & Management Development Committee. He is also Lead Independent Director at Morgan Stanley, an Independent Director at Publicis Groupe and The Cleveland Clinic, and a member of the Legal AI Committee at Nomos AI Inc, reflecting his broad influence across the finance, media, healthcare, and technology sectors.

Having begun his career in law and M&A, Tom took an unconventional path to corporate leadership, transitioning from managing a law firm to becoming a senior executive, joining Reuters in 1993. He became CEO of Reuters Group plc (2001-2008), and then CEO of Thomson Reuters (2008-2011), where he guided its digital transformation, led high-profile strategic divestments, and steered an IPO during the creation of the combined entity.

In 2012, he co-founded and currently serves as Executive Chair of BlueVoyant, a cyber-defence pioneer, and Capitolis, an innovative capital-markets SaaS platform. He is also a Partner at Communitas Capital, and through Angelic Ventures LP has invested across fintech, healthcare, AI, and big data.

His career – from law to media, cyber-security, finance, and healthcare - serves as a compelling model for multi-sector leadership, principled governance, and innovation grounded in ethical clarity.

He brings deep cross-sector expertise in:

- Global tech & cyber security – founding cyber-defence and fintech platforms, bridging enterprise risk and data systems
- Capital markets & financial regulation – advising on governance within regulated industries at leading institutions
- Digital transformation & data strategy – leading legacy-to-digital transitions at Reuters; building data-first boardrooms



WILLIAM (BILL) GREEN

Bill Green currently serves as Chair of BMC Software (since 2022), Independent Director of Dell Technologies (since 2016), Independent Director of S&P Global (since 2021), Advisor360^o (since 2020), and is a committed Board Member of Year Up USA -bringing technology insight and governance depth across enterprise, financial services, and philanthropy.

Bill spent 35 years at Accenture (formerly Andersen Consulting), where he rose from entry-level roles to CEO (2004-2010) and Executive Chair (2006-2013). He oversaw transformative growth: doubling revenues (from \$13.7 billion to \$21.6 billion), headcount (to over 210,000), and overseeing its separation from Andersen and IPO in 2001.

Since retiring from Accenture, he has become an influential board leader, chairing and advising firms across tech and finance. As Independent Director at Dell, he supports strategy, digital governance, and capital markets alignment.

With a BA and MBA from Babson College, Bill is known for his collaborative leadership, client-centred approach, and strategic foresight—qualities that define his board and mentoring impact in sectors aligned with tech maturity, governance, and social purpose.

He brings deep cross-sector expertise in:

- Global enterprise tech & digital platforms – scaling consulting firms through digital evolution and innovation-led growth
- Corporate governance & board stewardship – leading board diversity, compensation, audit, and risk frameworks across public and tech firms
- Capital markets and M&A strategy – navigating an IPO, spin-off, digital transformation, and public equity strategy
- Workforce development & social impact – championing skills training, education access, and talent pathways to transform demographic representation in tech



CALVIN GRIEDER

Calvin Grieder currently serves as Chair of the Board at Givaudan S.A. – the world’s leading flavour and fragrance company—and Chair of SGS S.A., the global testing, inspection, and certification powerhouse. Since 2014, he has been Chair of Bühler Group and is a board member of Eraneos Group AG, with roles on the ETH Zurich Advisory Board and trusteeship at Avenir Suisse, reflecting his strategic influence across Swiss industrial, certification, and innovation sectors.

Calvin’s executive journey began at Georg Fischer in control systems, followed by leadership roles at Swisscom Telecom, heading mobile and internet businesses. In 2001, he became CEO of Bühler Group, transforming it into a global industrial-engineering leader. His 15-year tenure drove expansive growth in food- and feed-processing technologies, with innovation and automation deeply embedded across Bühler’s value chain.

Since transitioning to supervisory roles, Calvin has brought strategic clarity and disciplined oversight to the boards he serves. At Givaudan’s board, he has championed ESG-aligned governance, led innovation oversight through the Innovation Committee, and navigated complex issues of industrial continuity. At SGS, he chairs a global board focused on risk management, regulatory compliance, and operational excellence, while also guiding the company’s adaptation to digital transformation, evolving environmental standards, and the future of certification services.

A Swiss-trained engineer (MSc ETH Zurich) with executive education from Harvard, Calvin is celebrated for technical depth, strategic clarity, and institutional influence. His trajectory—from systems engineer to global boardroom architect—offers exceptional insight for organisations balancing innovation, global standards, and leadership excellence.

He brings deep cross-sector expertise in:

- Industrial technology & process engineering – championing innovation in automation, sustainability, and engineering excellence across global platforms
- Corporate governance & supervisory stewardship – chairing multiple publicly listed, global boards with strong ESG and risk oversight
- Innovation & sustainability strategy – leading R&D-enabled transformation and double-materiality governance in flavour, fragrance, and food systems
- Educational & policy leadership – supporting STEM and societal development through ETH, Avenir Suisse, and advisory roles in Swiss centres of excellence



JIM HAGEMANN SNABE

Jim Hagemann Snabe currently serves as Chair of the Supervisory Board at Siemens AG (since 2018)—a tenure recently extended through to February 2027. He is also Chair at C3.ai, Member of the CEO Advisory Council of Cohesity (since 2023), Director of the Board of Temasek Holdings (since January 2025), Member of the Global Advisory Board at Deutsche Bank (since 2022), and a Trustee of the World Economic Forum (since 2014).

His influence spans global industrial strategy, digital transformation, and stakeholder engagement at the world's leading technology and financial institutions.

His executive career was forged at SAP: joining in 1990, rising through leadership roles to become Co-CEO (2010-2014) alongside Bill McDermott. Under his stewardship, SAP doubled its value and solidified its digital transformation focus.

Jim transitioned to supervisory leadership as a Siemens board member in October 2013, later rising to Chair in 2018. Beyond Siemens, Jim chaired A.P. Møller–Mærsk (2017-2022) and Northvolt (2022-2024) and was a Member of the Supervisory Board and Deputy Chair of Allianz SE (2014-2022), showcasing his cross-sector governance calibre. He was a member of the Temasek European Advisory Panel (2018-2024) and he actively advises EQT (since 2022).

An adjunct professor at Copenhagen Business School since 2017, he co-authored the strategic leadership guide *Dreams and Details*, and co-founded the *Dreams and Details Academy* to shape future-minded leadership.

Educated in Operational Research and Finance at Aarhus School of Business, Jim balances analytical rigour with cultural insight. His leadership is characterised by clarity, integrity, and a lifelong commitment to reinventing business as a force for social progress.

He brings deep cross-sector expertise in:

- Digital & industrial transformation – steering legacy manufacturing and software platforms through disruptive innovation and sustainability integration
- Board governance & supervisory architecture – leading complex supervisory boards in technology, energy, shipping, and finance
- Ethical & responsible leadership – advocating for trust, inclusion, and purpose in global digitalisation efforts
- Global strategy & stakeholder mobilisation – orchestrating transitions across industries and geographies, with investor and policy stakeholder alignment



DR ANTHONY HAYWARD

Tony Hayward, currently chairs SierraCol Energy—Colombia’s largest independent oil producer—sits on the Board of Bahrain Oil & Gas Holding Company (Nogaholding), and has served as Chair of CC Energy since June 2023.

His previous board leadership roles include serving as Chair of Glencore plc (2014-2021) and as Chair and CEO of Genel Energy plc (2011-2017), where he guided exploration and production growth in Kurdistan. Additionally, he was the Founder, Chairman, and CEO of Energy Transition Partners, an Amsterdam-listed special purpose acquisition company (SPAC) focused on energy transition investments.

Tony is best known for his tenure as Group CEO of BP plc (2007-2010). While leading the company, he managed diverse upstream operations, drove investment into Asia, and navigated the catastrophic Deepwater Horizon spill, personally committing to remediation and governance overhaul.

Earlier in his career, he held key technical and financial roles within BP, including CEO of Exploration & Production (2003-2007) and Group Treasurer (2000-2002), following his appointment as a North Sea geologist in 1982.

Educated with a BSc in Geology (Aston University) and a PhD (University of Edinburgh), Tony combines technical insight with board leadership. A Fellow of the Royal Society of Edinburgh and multiple universities, he remains a visiting professor and advisor to academic institutions. His career reflects stewardship through growth, crisis resilience, and a shift toward transition-focused energy leadership.

He brings deep cross-sector expertise in:

- Energy transition investment – launching vehicles focused on sustainable energy infrastructure and transition plays.
- Upstream & exploration strategy – building oil & gas ventures in frontier regions amid volatile geopolitics.
- Crisis governance & remediation – leading corporate response to environmental disaster and embedding long-term safety controls.
- Commodities board leadership – chairing major natural-resource companies and aligning strategy with ESG and capital discipline.



PAUL HERMELIN

Paul Hermelin is currently Chair of Capgemini SE (since 2020), where he ensures continuity in innovation and purpose following his long executive tenure. Since February 2022, he has also acted as a Senior Advisor to Eurazeo, the French investment firm, and sits on the Board of Institut Montaigne (since 2021), guiding public policy and research.

His career at Capgemini began in May 1993, after 15 years in the French civil service. He swiftly rose through central coordination roles, becoming CEO of Capgemini France (1996), COO after the Ernst & Young merger (2000), Group CEO (2002–2012), and then Chair & CEO (2012–2020).

Under his leadership, Capgemini completed its 2001 IPO, through a successful merger with Ernst & Young Consulting, and grew into a global leader in digital transformation, today reporting €22 billion in revenue.

Beyond business growth, Paul championed purpose-led leadership, embedding CSR and diversity into Capgemini's global strategy. His diplomatic appointment as France's Special Representative for Economic Relations with India (2013) underlined his global influence.

Educated at École Polytechnique and ENA, Paul combines tech-sector insights with commercial ambition. He is a respected voice in European tech, board effectiveness, and policy leadership, mentoring leaders navigating transformation at scale and with purpose.

He brings deep cross-sector expertise in:

- Digital & enterprise transformation – steering global consulting through disruptive mergers, digital enablement, and large-scale platform modernisation
- Governance & purpose – board leadership – embedding CSR, strategy, and innovation across the board and executive structures
- Cross-border M&A & integration – leading complex consolidations including EY Consulting, and global expansion into cloud, AI, and engineering services
- Public policy & economic diplomacy – bridging corporate growth, market development, and public-interest strategies, especially in emerging economies



TOBIAS HESTLER

Tobias Hestler currently serves as Treasurer and Board Director of the Elton John AIDS Foundation (since early 2025), where he brings FTSE-calibre financial oversight and transformation insight to drive global HIV/AIDS impact efforts.

From 2021 to 2024, he was Group CFO and Executive Board Member of Haleon plc, the standalone consumer healthcare company spun out of GSK and Pfizer. In that role, he spearheaded portfolio transformation—including divesting over 50 brands—and led Haleon’s highly successful IPO and listing in London.

Previously, Tobias served as CFO of GSK Consumer Healthcare, a joint venture with Novartis, and Global CFO of Sandoz, Novartis’ generics division. His leadership extended across finance functions in generics, OTC pharmaceuticals, and animal health at Novartis and Hexal.

His transition into non-executive and philanthropic roles builds on strong board preparation. He champions LGBTQ+ diversity—using his own experience to mentor others—and contributes to programmes at Deloitte Next Gen CFO and London Business School Future Supply Chain Leaders.

Tobias earned an MBA in Finance and Accounting from the University of St. Gallen. He is known for his pragmatic financial stewardship, transparent boardroom approach, and ability to align commercial performance with social purpose. His current and past roles position him as a powerful mentor for leaders at the intersection of finance, governance, and inclusive leadership.

He brings deep cross-sector expertise in:

- Consumer healthcare & spin-off finance – leading complex portfolio reconfigurations and securing IPO ready structures
- Global pharmaceutical finance – embedding rigor across OTC, generics, and joint-venture landscapes
- Board governance & audit oversight – transitioning from CFO to non-executive director roles with responsibility for audit, risk and financial governance
- DEI & leadership development – championing inclusive leadership and mentoring high-potential talent across functions



DR ALAN HIPPE

Alan Hippe is a business leader holding dual German and Swiss citizenship, recognised for steering Roche's financial and digital transformation as Group Chief Financial and Information Officer from 2011 to 2025. Alan has been central to advancing the Group's data-driven operating model, embedding technology innovation into healthcare delivery, and ensuring long-term capital discipline across Roche's pharmaceuticals and diagnostics divisions.

As of February 2025, reflecting the advance of AI and technology, the Informatics function was re-established as RDT (Roche Digital Technology), a new, dedicated function with its own leadership role. With this change, Alan continues to oversee Group Finance, Global Procurement, and Roche Services Solutions. Additionally, he remains a member of the Corporate Executive Committee and the executive sponsor of ASPIRE, Roche's enterprise-wide business transformation program, harmonising core processes onto a single digital backbone and standardized IT system to create one source of truth for data.

Before joining Roche, Alan gained extensive executive and global experience in different sectors, including the airport, automotive, and multiple other industries. He was Group CFO of ThyssenKrupp AG and a member of its executive board, where he led a multi-year restructuring that repositioned the group for global competitiveness. Earlier in his career, he was CFO of Continental AG, driving expansion into North America and establishing the company as a global leader in automotive technology. He also held roles at Voith GmbH, as a member of the Shareholders' Committee and the Supervisory Board, as well as Head of the Audit Committee.

Alan graduated with distinction from the University of Mannheim with a degree in Business Administration. He also holds a doctorate from the University of Mainz (summa cum laude).

Alan fosters collaboration across scientific, technological, and financial disciplines, balancing an entrepreneurial mindset with the analytical skills required in a complex, regulated environment. His pragmatic leadership style is dedicated to upholding the highest standards of compliance while sustaining Roche's position as one of the world's most trusted healthcare companies.

He brings deep cross-sector expertise in:

- Finance & Performance Transformation: Driving large-scale global transformations by engineering structural, digital, and capital efficiency programs that forge resilient, high-growth organisations.
- Technology & Data Innovation: Accelerating R&D and patient-centric healthcare solutions by strategically embedding cutting-edge digital and AI-enabled systems into core enterprise operations.
- Global Leadership & Governance: Providing strategic command in highly regulated, science-led industries, with proven global expertise directing corporate strategy, complex risk management, and sustainability reporting.



CHRISTINE HODGSON CBE

Christine Hodgson currently serves as Chair of Severn Trent plc, where she leads the Nominations Committee and serves on both the Corporate Sustainability and Remuneration Committees (since 2020). In 2025, she was appointed Chair of Whitbread plc, the FTSE 100-listed hospitality group, where she also chairs the Nomination Committee and sits on the Remuneration Committee. She is also Chair of Newton Group Holdings and serves as Senior Pro-Chancellor and Chair of Council at Loughborough University, where she champions governance, sustainability, and educational excellence.

Christine brings extensive executive and board-level experience, having spent 22 years at Capgemini UK. There, she progressed from Chief Financial Officer to CEO, and ultimately Executive Chair, following earlier roles as CFO for Global Outsourcing and Global Head of Corporate Social Responsibility.

Notably, she was among the first women to serve on the Capgemini Group Executive Committee, leading finance, CSR, and UK operations during a significant period of expansion.

Her non-executive portfolio includes past roles as Senior Independent Director and Remuneration Committee Chair at Standard Chartered plc (until early 2023) and Non-Executive Director at Ladbroke's Coral Group plc (until 2017).

A first-class graduate in Accounting and Financial Management from Loughborough University, Christine is a Fellow of ICAEW. She was appointed CBE in 2020 for services to education. Known for her integrity, strategic acumen, and stakeholder-first ethos, she is a sought-after mentor for senior leaders navigating governance, societal impact, and transformational change.

She brings deep cross-sector expertise in:

- Utilities governance & sustainability – steering water infrastructure with high environmental and regulatory standards
- Technology & professional services leadership – Leading global finance, operations, and CSR in complex innovation-driven sectors
- Board structure & ethical leadership – shaping remuneration, nomination, and sustainability frameworks at FTSE companies
- Education & stakeholder advocacy – enhancing university governance and fostering youth career initiatives through national organisations



CHARLES (CHAD) HOLLIDAY

Chad Holliday was CEO of DuPont from 1998 to 2008, a period during which he led the global chemical giant through a sweeping transformation—steering its shift from traditional petrochemicals to a science-led, sustainability-driven enterprise. Under his leadership, DuPont embraced innovative plant-based materials and raised its environmental ambitions, setting a precedent in corporate sustainability.

Chad was Chair of Royal Dutch Shell from 2010 - 2015, having earlier joined the board as a Non-Executive Director. During his tenure, he played a pivotal role in steering Shell through the early stages of the energy transition, helping to embed low-carbon priorities and clean-energy strategy.

His was previously Chair of Bank of America, Lead Independent Director of Deere & Company, and an Independent Director of HCA Healthcare, underscoring his cross-sector leadership in finance, industrials, and healthcare.

He is currently Chair of the Global Federation of Councils on Competitiveness and Co-Chair of the Mission Possible Partnership, an industry coalition focused on accelerating net-zero transformation across hard-to-abate sectors. He is Lead Independent Director at Venterra Group plc, a Senior Advisor to Critical Resource Strategy & Analysis Limited, an Adviser to the US Government's Department of Energy, and Executive in Residence at the Owen Graduate School of Management, Vanderbilt University.

A licensed Professional Engineer, alumnus of the University of Tennessee, and member of both the U.S. National Academy of Engineering and the UK Royal Academy of Engineering, Chad is recognised for bridging technical depth, governance acumen, and long-term societal value. His career models how engineering discipline and strategic clarity can deliver systems-level transformation, from technical production to boardroom purpose.

He brings deep cross-sector expertise in:

- Sustainable energy & transition governance – leading board-level commitment to low-carbon frameworks at Shell and Mission Possible
- Industrial reinvention & innovation leadership – steering DuPont's transformation from commodity chemical producer to science-based enterprise
- Corporate governance & board leadership – chairing major boards across energy, finance, agriculture, healthcare, and global competitiveness
- Global competitiveness & policy engagement – chairing global councils and elevating national and industrial sustainability standards



DR FRANZ HUMER

Dr Franz Humer was CEO and Chair of Roche Holding AG, where he led the company through a critical period of scientific advancement, global expansion, and operational integration. His leadership was instrumental in shaping Roche's identity as an innovation-led organisation with a strong position in oncology, diagnostics and biotechnology.

Today, Franz is Chair of HMNC Brain Health, a Non-Executive Director at Allogene Therapeutics Inc., Emil Frey Holdings, LetterOne Healthcare, Target PharmaSolutions and Breakthrough Properties. He is an Advisor to Temasek Holdings, and a Venture Partner with Pappas Capital LLC. Franz is Chair of the Board of Directors of the International Centre for Missing and Exploited Children, Chair of the Humer Foundation, and Chair of Kallyope Inc.

Franz has also held several significant non-executive and advisory roles in the past. He was Chair of Diageo plc the world's leading premium drinks company. Under his chairmanship, Diageo deepened its presence in emerging markets while maintaining global leadership in its core categories.

He was also an Independent Director of Citigroup, Chugai Pharmaceuticals Limited (Japan), Airx Bioscience plc, and Kite Pharma a Los Angeles based biotech company. He was also Chair of the Board of INSEAD.

With academic foundations in economics and business administration and a PhD in law, he combines intellectual rigour with practical governance experience.

Franz is widely respected for his disciplined leadership, cross-cultural fluency and boardroom judgement. His career offers rare insight into what it takes to lead at the highest levels across sectors that shape economies, public health and consumer markets alike.

He brings deep cross-sector expertise in:

- Pharmaceuticals & life sciences – leadership in R&D-driven environments, long-cycle strategy and global regulatory engagement
- Consumer brands – brand stewardship, emerging market expansion and category leadership
- Corporate governance – chairing global boards with multi-jurisdictional oversight and stakeholder complexity
- Cross-sector leadership – bridging healthcare, finance, education and consumer strategy at the board level



PABLO ISLA

Pablo Isla currently serves as Independent Chair of Nestlé S.A., where he chairs both the Corporate Governance and Compensation Committees, bringing deep experience in retail transformation, stakeholder-centred leadership, and digital integration.

Since April 2024, he has also been a Member of the Supervisory Board at Bertelsmann SE & Co., contributing media insight and strategic oversight at one of the world's largest content and education groups.

Pablo is internationally acclaimed for his 17-year leadership of Inditex—CEO (2005-2011) and subsequently Chair & CEO (2011-2022)—during which he oversaw significant growth from around 2,700 to 7,000+ global stores, maintaining agile supply chains, pioneering eco-efficient retail and digital expansion.

He guided the company's early e-commerce strategy and spearheaded its award-winning environmental programme, notably reducing water use by 50% and securing an industry-leading hazardous chemical phase-out by 2020. Under his stewardship, Inditex's market capitalisation surged sixfold, and he earned plaudits as "world's best performing CEO" from Harvard Business Review in 2017 and 2018.

Before Inditex, he served as Chair of Altadis (2000-2005), leading the tobacco-to-conglomerate transition, and held senior legal roles, including Director of Legal Services at Banco Popular and management roles in Spain's State Lawyers Corps.

His legal and financial grounding has informed a deeply integrated and risk-aware strategic perspective.

Educated in Law at the Complutense University of Madrid (LLB, 1987), he topped his State Lawyers entrance examination, and earned an MBA from IE University & Stanford GSB. He is widely respected for his disciplined humility—"humble, but very proud of his team"—and his belief that resilient, purpose-driven leadership propels enduring corporate success.

He brings deep cross-sector expertise in:

- Fast-fashion & retail scalability – mastery of asset-light supply chains, global store rollout, and responsive product strategy
- Digital & consumer experience innovation – early adopter of omni-channel retail and proprietary tech platforms
- Sustainability leadership & ESG integration – comprehensive environmental programming across store footprint and sourcing
- Global board governance & compensation strategy – Chairing committees at Nestlé, Bertelsmann and major FTSE/CAC-listed organisations



NIELS JACOBSEN

Niels Jacobsen was CEO of Demant Group, a global leader in hearing healthcare. Under his leadership from 1998 to 2017, Demant evolved from a single-brand hearing aid firm into a diversified, innovation-driven healthcare powerhouse—growing revenue from DKK 0.5 billion to over DKK 12 billion, with operating profit rising to DKK 2 billion and global headcount expanding to more than 12,000.

He is currently CEO of William Demant Invest A/S and Deputy Chair of Demant A/S. He also chairs Jeudan A/S, Vision RT Ltd (a UK-based cancer radiotherapy specialist), and Embla Medical hf. He was previously Chair of the Board at LEGO A/S, and was Vice-Chair of KIRKBI A/S, the family office behind LEGO. Niels was previously Chair of About You, one of the fastest growing e-commerce companies in Europe, and a Non-Executive Director at Novo Nordisk and Vice Chair of A P Møller Maersk.

Niels began his journey in Denmark's industrial sector, first with Thrige-Titan, then serving as CEO of Orion A/S.

His foundation in economics (MSc, Aarhus University), underpins a disciplined, data-driven leadership style and deep proficiency in finance, risk management, and M&A. He was honoured as Nordic Board Chair of the Year (2013) and a Knight of the Order of the Dannebrog (2010),

Niels combines rare depth across ownership structures. Fluent across global corporate models -from listed giants to family trusts -he is renowned for his governance rigour and ability to cultivate leadership ecosystems that blend innovation with lasting institutional integrity.

He brings deep cross-sector expertise in:

- Industrial & healthcare governance – chairing global boards in consumer health, medtech, and industrial investment
- Corporate leadership & transformation – scaling businesses through acquisitions, innovation and international expansion
- Board strategy & capital stewardship – guiding long-term investment via William Demant Invest and family-owned platforms
- Technology commercialisation & institutional oversight – leading high-impact companies in the medtech and real estate sectors



PENNY JAMES OBE

Penny James currently serves as an Non-Executive Director of Mitie Group plc (since 2024), Non-Executive Director of QBE Insurance Group Ltd (since 2023), and Non-Executive Director of St James's Place plc (since 2025), contributing her expertise in audit and risk oversight.

She was previously the CEO of Direct Line Group plc (2019-2023), having joined the company as Chief Financial Officer in 2017. As CEO, Penny led a bold transformation of the business, integrating technology, AI, and digital capabilities to pivot the insurer from legacy models to a consumer-centric, agile market leader.

Before joining Direct Line, Penny held key leadership roles at Prudential plc, serving as Group Chief Risk Officer (2015-2017) and Director of Group Finance (2011-2015), where she was responsible for financial control, capital structuring, and Solvency II implementation. Her earlier career includes senior finance positions at Zurich's UK general insurance arm and Omega Insurance.

From 2015 to 2017, Penny was also a Non-Executive Director at Admiral Group plc, and was Senior Independent Director at Hargreaves Lansdown plc until March 2025.

Alongside her corporate roles, she co-chairs the FTSE Women Leaders Review (since 2022), served as Chair of the FCA's Practitioner Panel (2022-2023).

Penny is recognised for her clarity of thought, disciplined financial management, and ability to align governance with performance. Her leadership—spanning transformation, risk, and representation—makes her a compelling mentor for boards and executives navigating change in financial services and beyond.

She brings deep cross-sector expertise in:

- Insurance & risk governance – steering risk frameworks and financial resilience in FTSE-listed insurers and regulatory bodies
- Technology-driven transformation – leading legacy businesses through digitisation, AI adoption, and customer-centric strategies
- Board leadership & audit oversight – serving on audit, risk, and nomination committees across listed and private equity-backed firms
- Boardroom representation & DE&I advocacy – championing gender diversity and inclusive leadership nationally



TOM JOHNSTONE CBE

Tom Johnstone was President & CEO of SKF AB, steering the company's evolution from a bearings manufacturer into a knowledge-driven, sustainability-focused engineering firm. Under his leadership, global sales rose from SEK 42 billion to SEK 71 billion, profitability doubled, and SKF consistently ranked on the Dow Jones Sustainability Index and FTSE4Good—reflecting the long-term impact of his “BeyondZero” initiative.

Tom is currently Chair of Combient AB, Chair of Wärtsilä Oyj, and is an Independent Director at Investor AB, where he offers strategic guidance on governance, stakeholder impact, and industrial innovation. He is also Interim Chair at Northvolt AB, the PE-owned electronics company.

He was Chair of Husqvarna AB, a 10 year tenure that included navigating leadership succession and reinforcing board effectiveness across global industrial platforms. He was a Non-Executive Director on the Board of Volvo Car AB and Chair of the British-Swedish Chamber of Commerce.

Earlier positions included Executive Vice President of SKF AB and President of its Automotive Division.

Educated at the University of Glasgow (MA) and honoured with doctorates from Cranfield and the University of South Carolina, he earned a CBE in 2015 and the Swedish Royal Order of the Polar Star in 2008.

Known for his steady intellect and transformational leadership, he remains a trusted mentor to executives navigating governance, sustainability, and industrial innovation on a global scale. Tom is a respected voice in engineering-led business transformation.

He brings deep cross-sector expertise in:

- Industrial & engineering transformation – leading legacy manufacturers through value-chain integration, innovation, and global scaling
- Board governance & institutional stewardship – steering supervisory practices and succession across listed and family-investor platforms
- Sustainability & continuous improvement – embedding ESG, Six Sigma, and long-range stewardship into competitive industrial models
- Governance across geographies & industries – leadership roles in maritime, industrial automation, and private-invested groups spanning Sweden, Finland, and broader technology sectors



HUBERT JOLY

Hubert Joly is currently Lead Independent Director at Johnson & Johnson, Independent Director at Ralph Lauren Corporation, and is a member of the International Advisory Board of HEC Paris, as well as a Trustee of the New York Public Library.

He is also a Senior Lecturer in the General Management Unit at Harvard Business School (since 2020), where he co-leads executive education on purposeful leadership, strategy rejuvenation, and organisational transformation.

Hubert is best known for leading the major turnaround of Best Buy, where he served as President & CEO (2012-2019), Chairman, President & CEO (2015-2019), and Executive Chair (2019-2020).

He launched the “Renew Blue” strategy, redesigned store and digital platforms, re-energised frontline staff, and restored profitability, tripling the company’s stock price and restoring investor confidence.

Before Best Buy, he led Carlson Wagonlit Travel as CEO (2004-2008) and Carlson Companies (2008-2012), growing global hospitality and services revenues.

Earlier, he held senior roles at Vivendi Universal and Electronic Data Systems (EDS France), and was a partner at McKinsey & Company (1983-1996).

Since joining Harvard Business School, he has authored *The Heart of Business – Leadership Principles for the Next Era of Capitalism*, a Wall Street Journal bestseller that explores the role of purpose, humanity, and stakeholder alignment in modern leadership.

Educated at HEC Paris and Sciences Po, Hubert transformed from McKinsey consultant to global CEO before becoming a respected educator and board practitioner. He is widely recognised by Harvard Business Review, Barron’s, Glassdoor, and Thinkers50 for his leadership, ethics, and ability to “unleash human magic” in organisations facing strategic inflexion.

He brings deep cross-sector expertise in:

- Retail & digital transformation – orchestrating turnaround strategies via customer experience, frontline empowerment, and omnichannel integration
- Leadership & organisational culture – building human-centred leadership models that mobilise teams around purpose and performance
- Board governance & global strategy – advising multinational boards on purpose-driven growth, governance structures, and institutional innovation
- Executive education & thought leadership – teaching and writing on “putting purpose to work” and re-founding companies in the stakeholder age



DR ILHAM KADRI

Dr Ilham Kadri is a global business leader with deep expertise in industrial innovation, science-driven strategy and sustainable transformation. She is currently CEO of Syensqo (since 2023), a leading global materials science company demerged and subsequently listed from the Solvay Group, where she leads the development of next-generation technologies for mobility, energy, healthcare and electronics.

Before this, Ilham was CEO of Solvay (2019-2023), where she led a far-reaching repositioning of the company's portfolio, embedded sustainability at the core of commercial strategy, and oversaw the demerger and listing Syensqo. Earlier in her career, she was President and CEO of Diversey (2017-2019), following executive roles at Dow, Sealed Air, and Shell—each reinforcing her expertise in global operations, applied science and complex industrial markets.

In addition, Ilham has several high-profile non-executive roles. She is an Independent Director of Baker Hughes, L'Oréal, and AO Smith Corporation, contributing to strategic oversight in energy, consumer, and manufacturing sectors. She is also Chair of the World Business Council for Sustainable Development (WBCSD), where she guides global CEOs to advance sustainability, climate action and inclusive growth across industries.

Ilham holds a PhD in macromolecular science and has lived and worked across four continents. She is known for her dynamic leadership style, commitment to inclusion, and ability to unite scientific progress with business performance. Her perspective is especially relevant to organisations navigating the convergence of innovation, sustainability and global complexity.

She brings deep cross-sector expertise in:

- Advanced materials & chemicals – leading transformation in composites, speciality polymers and sustainable process innovation
- Industrial innovation & supply chains – delivering science-based solutions for clean energy, circular manufacturing and healthcare
- Sustainability & ESG integration – aligning R&D, investment and operations with long-term environmental and social goals
- Board governance & global strategy – advising across sectors on growth, resilience and international business leadership



SUSAN KILSBY

Susan Kilsby currently serves as Chair of Fortune Brands Innovation Inc (since 2021). Additionally she is Senior Independent Director and Remuneration Committee Chair at Diageo plc (since 2019), where she oversees executive pay frameworks and stakeholder alignment. She is also Vice-Chair and Senior Independent Director at Unilever plc (since early 2025)—chairing its Compensation Committee, as well as serving on the board of Cofra Holding AG (since 2023).

Susan earned widespread recognition as Chair of Shire plc (2014-2019), leading the £45 billion global pharmaceutical group through complex acquisition integration and its sale to Takeda. In her executive career, she held senior investment banking roles at Credit Suisse, including Head of EMEA M&A, and before that, at Bankers Trust, Barclays, and First Boston.

Her governance credentials span blue-chip global boards. She was Non-Executive Director at Goldman Sachs International (2016-2018), Keurig Green Mountain, Coca-Cola HBC, L'Occitane, BHP Group, and BBA Aviation, frequently chairing remuneration and audit committees.

Educated at Wellesley College (BA Economics) and Yale School of Management (MBA), Susan holds an honorary DSc from City University of London. Recognised by Forbes and Financial News as a top woman in finance, she is also a Senior Visiting Fellow at Bayes Business School and Chair of its M&A Research Centre.

Susan is admired for her sharp financial intellect, strategic discipline, and governance integrity—qualities that make her a powerful mentor for executives navigating M&A, board environments, and cross-border corporate transformations.

She brings deep cross-sector expertise in:

- M&A & integration leadership – steering high-value acquisitions and strategic exits in pharmaceuticals and consumer sectors
- Executive pay & audit governance – structuring incentive frameworks and audit oversight across global FTSE and NYSE companies
- Consumer & healthcare strategy – advising on capital and risk in diversified consumer and biopharma boards
- Board development & diversity advocacy – mentoring leaders and promoting gender balance through roles with C200 and Bayes Business School (formerly Cass)



LISE KINGO

Lise Kingo was CEO and Executive Director of the United Nations Global Compact, the world's largest corporate sustainability initiative, expanding its footprint to over 12,000 companies, establishing regional hubs across Africa, the Middle East, and Latin America, and accelerating alignment with the UN Sustainable Development Goals. Lise revitalised the organisation, steering it from financial deficit to profitability in just three years and increasing revenue by over 60%. Under her leadership, landmark initiatives such as the 1.5°C Climate Initiative and the Sustainable Oceans Program were launched, guiding Fortune 500 companies to set Paris-aligned targets.

She currently serves as an Independent Director on the boards of Danone SA, Sanofi SA, and Covestro AG. She is an Independent Director at Allianz Trade and a Strategic Adviser on sustainable business to Allianz SE. She was previously Deputy Chair at GN Store Nord A.S, and a Non-Executive Director at Aker Horizons SA and Grieg Star Shipping AS.

Before her UN tenure, Lise spent 26 years at Novo Nordisk, where she advanced from Director of Environmental Affairs to Executive Vice-President & Chief of Staff. She crafted the company's sustainability agenda, introduced the "Changing Diabetes" initiative, and positioned the business as a benchmark in ESG integration. She advised the Novo Nordisk Foundation's Advisory Board for Humanitarian and Development Aid.

Her earlier career included leadership roles in environmental affairs, internal audit, communications, and stakeholder relations.

Educated in Religious Studies and Ancient Greek Culture (Aarhus, Copenhagen Business School), and with an MSc in Responsibility & Business Practice (University of Bath), Lise blends cross-cultural intellect with strategic pragmatism. She is lauded for her ability to mobilise CEOs, governments, and NGOs behind shared principles and transformative purpose.

A recipient of the Edinburgh Medal and Thomson Reuters Responsible Business Award, she is a mentor and thought-leader for executives navigating global governance, multistakeholder complexity, and sustainable innovation.

She brings deep cross-sector expertise in:

- Corporate sustainability strategy – designing and scaling ESG frameworks across multinationals and multilateral coalitions
- Global governance & board leadership – strengthening oversight at multinational life-science, materials, and consumer-health companies
- Public-private partnerships & multilateral engagement – spearheading business-United Nations collaboration on SDGs, anti-corruption, labour, and human rights
- Stakeholder relations & ethical stewardship – integrating human-rights, environmental, and development priorities in global business strategy



CLEMENT KWOK

Clement Kwok currently serves as an Executive Director and Advisor to the CEO at Hongkong & Shanghai Hotels Ltd following a remarkable 22-year tenure as Managing Director & CEO (2002-2024). He also holds key board roles as Independent Non-Executive Director and Audit Committee Chair at Hang Seng Bank Ltd (since 2021), and is a Council Member of the World Travel & Tourism Council, guiding strategy for global luxury hospitality and financial governance.

Clement is renowned for transforming the Peninsula Hotels brand into a coveted global luxury icon. Under his leadership, the group expanded from seven to 12 properties - including flagship openings in Tokyo, Shanghai, Paris, London, Istanbul, and the recent Peninsula London Residences—and led major renovations in Hong Kong, Chicago, Beijing, and Manila.

He also prioritised long-term sustainability via the Corporate Responsibility and Sustainability Committee and led the “WorkPlace 2025” initiative to modernise employee culture and customer experience.

Before his Hong Kong & Shanghai Hotels tenure, Clement built his financial and strategic foundations in global banking and infrastructure: he qualified as a chartered accountant with Price Waterhouse, led corporate finance at Barclays de Zoete Wedd UK, and Schroders Asia, and served as Finance Director of MTR Corporation (1996–2002) during its IPO and major bond issuance phases.

A graduate of the London School of Economics (BSc Economics), Clement holds fellowships with ICAEW and Hong Kong’s CPAs. He was honoured as Chevalier de la Légion d’Honneur (2015) for his contributions to Franco–Hong Kong relations.

He is celebrated for his strategic clarity, inclusive leadership, and stewardship of a storied brand during periods of global volatility—qualities that set a benchmark for executives in hospitality, luxury real estate, crisis management, and long-term brand governance.

He brings deep cross-sector expertise in:

- Luxury hospitality strategy – designing and delivering scaled global asset growth alongside elevated service standards
- Corporate governance & audit oversight – leading audit committees and bolstering governance at public-sector financial institutions
- Crisis resilience in tourism – navigating SARS (2003), financial crash (2008), natural disasters (2011), protests (2019), and COVID-19 with stability and foresight
- Long-term ESG & culture transformation – embedding sustainability, purpose-led workplace reforms and cultural modernisation



MONIQUE F. LEROUX

Monique Leroux currently serves as an Independent Director and Chair of the CSR Committee at Michelin Group (since 2015), as well as Independent Director at Alimentation Couche-Tard Inc. (since 2015) and BCE/Bell Canada (since 2016). She also acts as a Senior Advisor to Teneo (since 2023) and was Senior Advisor to Fiera Capital (2016–2023), contributing strategic counsel across global finance, governance, and transformation platforms.

Monique was Chair and CEO of Desjardins Group (2008–2016)—Canada's foremost co-operative financial services provider—leading the organisation to unprecedented strength. The Group ranked among the five strongest financial institutions worldwide under her leadership.

She then served as Chair of Investissement Québec (2016–2020) and was appointed Chair of Canada's Industry Strategy Council by the federal Minister of Innovation. Earlier, Monique enjoyed a distinguished executive career: she was a Partner at Ernst & Young (1988–1995), SVP Finance at Royal Bank of Canada, COO at Quebecor, and CFO of Desjardins (2004–2008). She also served as President of the International Cooperative Alliance (2013–2017), championing global cooperative finance.

Educated in accounting at Université du Québec à Chicoutimi, she became one of Canada's first female EY partners. She is a Companion of the Order of Canada (2024), Officer of the Ordre national du Québec, Chevalier of the Légion d'honneur (France), and recipient of the Woodrow Wilson Award—honours recognising both business leadership and social impact.

She brings deep cross-sector expertise in:

- Cooperative & financial governance – leading Desjardins to global financial prominence through a co-operative structure
- ESG, CSR & sustainability strategy – chairing Michelin's CSR Committee and guiding national sustainability platforms
- Global public-private collaboration – chairing government advisory councils and contributing to G7 taskforces on industry impact
- Board stewardship & audit oversight – chairing committees in CAC-listed boards and advising on governance alignment



RONNIE LETEN

Ronnie Leten was President & CEO of Atlas Copco AB from 2009 – 2017 following a remarkable career within the group that began in 1985 and encompassed divisional leadership in Industrial Air and Airtec. Under his leadership, Atlas Copco's market capitalisation quadrupled, thanks to disciplined M&A, strategic expansion, and a steady hand on capital allocation.

He is currently Chair of Epiroc AB, the global mining and infrastructure equipment leader spun out from Atlas Copco. He was previously Chair of Ericsson AB, Electrolux AB Epiroc AB, and Piab AB. Former non-executive roles include SKF AB and Ipco AB. He is a longstanding Member of the Royal Swedish Academy of Engineering Sciences.

In his prior executive career, he held various management roles at Tenneco Automotive Belgium, as well as at General Biscuit SA in Belgium.

Educated at the University of Hasselt (MSc in Applied Economics), Ronnie is a Knight Commander of the Swedish Order of the North Star and was named one of Harvard Business Review's World's Best-Performing CEOs in 2016.

A respected mentor and speaker, his board stewardship continues to help shape resilient, innovation-led corporations equipped for global change. real estate, crisis management, and long-term brand governance.

He brings deep cross-sector expertise in:

- Industrial equipment & manufacturing systems – steering multi-tier engineering businesses through value-driven scale, M&A and capex discipline.
- Board governance & strategic oversight – chairing major Swedish and global public companies with a focus on board architecture, risk management and sustainability
- Capital allocation & growth leadership – driving shareholder value through disciplined investment and market expansion strategies.
- Technology & innovation in capital intensive industries – bridging engineering excellence with data-driven and automation-led operational models.



PETER LIVANOS

Peter Livanos currently serves as Chair of GasLog Ltd (since 2003) and Director of GasLog Partners LP (since 2014), leading one of the world's largest publicly-listed LNG carrier fleets. He is also Chair of Ceres Hellenic Shipping Enterprises, the family-controlled global shipping group, Chair of DryLog Ltd and TankLog Ltd, and serves on the board of the JFK International School Foundation.

From 2012 to 2013, he combined the roles of CEO and Chair of GasLog, guiding the company through pivotal IPO activity and growth stages. Earlier, in 1989, he founded Seachem Tankers Ltd, which merged with Odfjell ASA in 2000 to establish Odfjell Seachem—marking his early impact in global maritime consolidation.

Educated at Columbia University and awarded an honorary Doctor of Science by Massachusetts Maritime Academy, Peter combines deep maritime expertise with forward-looking venture leadership. Widely respected for his long-term perspective—“when he speaks, people listen”—he has stewarded fleets attuned to both commercial momentum and environmental complexity. With a sharp command of strategic finance, LNG lifecycle planning, fleet structuring, and industry eco-governance, he offers exceptional mentoring to leaders navigating transition-resilient, capital-intensive sectors at the intersection of global trade, energy, and maritime innovation.

He brings deep cross-sector expertise in:

- LNG shipping & fleet strategy – steering long-term charter frameworks, spot-market positioning, and asset life-cycle integrity
- Board governance & capital stewardship – chairing international maritime boards and shaping strategic oversight across listed and private fleet
- Energy transition & innovation – driving interest in emerging marine fuels, including liquid hydrogen vessels, and leading eco-focused shipping frameworks
- Private family enterprise excellence – balancing market rigour and heritage through family-controlled, strategically diversified industrial portfolios



PETER LÖSCHER

Peter Löscher was CEO of Siemens AG, the first externally appointed CEO in the group's 170-year history. During his tenure, Siemens spun off Osram, divested its mobile-network division, and implemented a €6 billion cost-savings plan—all while navigating major technology shifts and preparing the company for future positioning.

Today, Peter is Chair of the Supervisory Board of Telefónica Deutschland and is Lead Independent Director at Telefónica S.A. He is an Independent Director at CaixaBank SA, Philips NV, TBG Limited, and Thyssen-Bornemisza Group. He also has advisory roles at Salesforce (EMEA Advisory Board), Bain Capital Private Equity, Neural Propulsion Systems Inc, and Doha Ventures. He is the Founding Partner of Medical Technology Venture Partners.

Previously, he was Chair of Sulzer AG and OMV AG, an Independent Director at Deutsche Bank AG, Munich Re, and Nokia Solutions and Networks BV.

In his executive career prior to leading Siemens, Peter was 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.

Educated at the Vienna University of Economics with executive training at Harvard Business School's AMP, Peter is multilingual and internationally steeped. Recognised as a bridge-builder and turnaround specialist, he offers invaluable mentoring to leaders grappling with board complexity, industry convergence, and sustainable governance in global contexts.

He brings deep cross-sector expertise in:

- Industrial & technology governance – leading supervisory boards in diversified engineering and telecom platforms
- Strategic transformation & M&A – executing spin-offs and cost reduction programmes at scale during periods of disruption
- Healthcare & life-sciences leadership – steering global pharma and diagnostics businesses through innovation cycles
- Board-level capital and stakeholder stewardship – chairing governance in public multi-national firms and private investment partnerships



Helge Lund was President & CEO of Equinor, leading the company through a transformative decade that shaped it into a global energy leader. His tenure was marked by strategic international expansion, large-scale industrial projects, and early moves toward low-carbon energy solutions.

Helge serves as an Independent Director at Belron Group SA and P/F Tjaldur, and is an Operating Partner with Clayton, Dubilier & Rice. In addition, he is a Trustee of the International Crisis Group.

Helge was previously Chair of BP plc from 2019 until 2025 and has served as a Non-Executive Director of Schlumberger, adding upstream and services-sector insight to one of the world's largest oilfield technology providers. He was also Chair of Novo Nordisk, a global pharmaceutical and life sciences company, and an Independent Director at Nokia OYJ and Shtokman Development AG.

Prior to his CEO role at Equinor, Helge was CEO at Aker Kværner and BG Group. He had 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 was a Consultant for McKinsey & Co., and a Political Adviser to the parliamentary group of the Conservative Party in Norway.

He brings deep cross-sector expertise in:

- Oil, gas & energy transition – leading through market volatility, decarbonisation strategies and geopolitical complexity
- Corporate strategy & M&A – managing transformational deals and aligning post-merger governance structures
- Board leadership & investor stewardship – chairing listed companies with international footprints and public accountability
- Health & industrial innovation – contributing to long-cycle R&D, regulatory insight and sustainable value creation

HELGE
LUND



SIR JOHN MANZONI KCB

Sir John Manzoni currently serves as Chair of Diageo plc (appointed February 2025), Chair of SSE plc (since 2021), and Independent Director of KBR, Inc. He also advises Mace Ltd, bringing his governance expertise to the energy, infrastructure, and national security sectors. He also chaired the Atomic Weapons Establishment (AWE plc, 2021-2024).

His executive career spans senior roles at BP, including CEO of Refining & Marketing (2002-2007) and CEO of Gas & Power (2001-2002). In 2007, he became President & CEO of Talisman Energy (2007-2012), steering the business into shale gas and new markets.

In public service, Sir John was appointed CEO of the Major Projects Authority (2014), then made history as the first CEO of the UK Civil Service and Permanent Secretary to the Cabinet Office (2014-2020). He led a landmark transformation of Whitehall, enhancing transparency in delivery and central leadership capabilities.

Sir John trained in civil and petroleum engineering at Imperial College London, later earning an MSc in Management as a Sloan Fellow at Stanford. Knighted in 2020 for public service, he embodies disciplined execution, strategic clarity, and the rare ability to bridge industry, government, and institutional systems.

He brings deep cross-sector expertise in:

- Governance of complex institutions – board leadership across energy, national infrastructure, defence, and consumer goods
- Energy & infrastructure strategy – executing large-scale refinery, gas, and energy operations and strategic capital reallocation
- Public sector transformation – leading cross-government reforms, functional modernisation, and a delivery-centric culture
- Crisis & risk oversight – managing legacy safety incidents, government projects, Brexit preparation, and national security mandates



ROSS MCINNES

Ross McInnes is Chair of Safran, where he has overseen governance of one of Europe's flagship aerospace and defence groups through major programme cycles, portfolio reshaping and disciplined capital allocation. His tenure has emphasised board-level stewardship of long-horizon industrial investments, risk management and sustainability in complex, regulated markets.

He is an Independent Director at Engie and Chair of the Audit Committee, contributing to strategy, audit and sustainability oversight at the European energy major, and previously served on the board of Eutelsat Communications, and Forvia (Ex-Faurecia).

Earlier in his career, Ross held a range of senior finance and strategy positions across banking and industry. He served as Executive Vice President, Finance and Strategy at Thales (then Thomson-CSF), CFO of PPR (now Kering), and interim Chair of the Management Board at Générale de Santé (now Ramsay Health Care). He was also Vice Chair of Macquarie Capital Europe. Ross began his career in international corporate finance with Kleinwort Benson and Continental Bank, holding roles in London, Rio de Janeiro, Chicago and Paris.

Ross is a graduate in Philosophy, Politics and Economics from St John's College, University of Oxford. He has been recognised as a Commandeur de la Légion d'honneur.

He is known for calm, pragmatic chairmanship that blends financial rigour with strategic patience – aligning government, industry and investors behind complex industrial programmes that demand resilience, safety and technological excellence at scale.

He brings deep cross-sector expertise in:

- Board governance & stakeholder oversight – leading listed-company boards in aerospace, energy, automobile (Forvia), infrastructure (Macquarie), and healthcare (Ramsay), with a focus on long-cycle risk, programme assurance and responsible business.
- Finance, strategy & transformation – C-suite experience across industrial and healthcare services, including group CFO and strategy roles during periods of restructuring and market change.
- International business & economic diplomacy – appointed by France's foreign ministry as Special Representative for relations with Australia, advancing bilateral trade and investment.



NANCY MCKINSTRY

Nancy McKinstry is the long-serving Chief Executive Officer and Chair of the Executive Board at Wolters Kluwer N.V. a role she has held since 2003. She will step down in February 2026, concluding a landmark 23-year tenure that transformed the business from a traditional publisher into one of the world's most advanced providers of professional information, software, and services.

Under Nancy's leadership, Wolters Kluwer evolved from a traditional print publisher into a digital information provider and is now at the forefront of the company's evolution into an AI-driven media enterprise. Wolters Kluwer is now a digital-first organisation, with over 90% of revenues coming from digital and expert solutions. Nancy's impact has been recognised globally—she has featured in the Harvard Business Review's list of Best-Performing CEOs and Fortune's Most Powerful Women International rankings. She was the first American and the first woman to lead the Dutch multinational and remains one of the longest-standing CEOs in the AEX index.

Earlier in her career, Nancy held senior roles within Wolters Kluwer North America, including CEO of Legal Information Services and President of CCH Incorporated, having joined the group in 1999. Before that, she was with Booz Allen Hamilton (now Strategy&) where she advised leading media and technology clients on growth strategy and digital innovation.

She is currently Lead Independent Director of Abbott Laboratories, and a Non-Executive Director at Accenture and Mondelēz International (all listed on the S&P100). She is also a member of the J.P. Morgan International Council, she is a member of the European Round Table for Industry (ERT), and the Board of Overseers at Columbia Business School – where she earned her MBA in Finance and Marketing. Nancy also holds a BA in Economics from the University of Rhode Island and was awarded an honorary Doctor of Laws in 2005. Nancy previously sat on the boards of Ericsson and Sanoma OYJ.

Renowned for her disciplined, adaptive leadership style, McKinstry has championed agility, culture, and clarity of purpose through complex cycles of change. Her board experience and operational depth make her a trusted mentor to CEOs and directors navigating the intersection of technology, governance, and global growth.

She brings deep cross-sector expertise in:

- Corporate Strategy & Execution – Formulating and translating long-term strategy into actionable plans, with a strong track record in aligning teams and stakeholders around strategic goals
- Business Transformation & Digital Reinvention – Leading Wolters Kluwer's evolution from a print-based publisher to a data, and AI-driven software business, guiding adoption of emerging technologies at scale
- Technology & Innovation Leadership – Applying advanced digital and AI solutions to core operations; contributing board-level tech insight at Accenture and across multiple global firms
- Stakeholder Management & Capital Markets Communication – Navigating investor expectations and market pressures with clarity and credibility, especially during complex change or performance cycles
- Cross-Border Leadership & Talent Development – Building inclusive, high-performing executive teams across the US, Europe, and global markets



DANIEL MMINELE

Daniel Mminele was the first Black African CEO of Absa Group and Absa Bank Limited—a landmark appointment at one of the country’s largest JSE-listed financial institutions. He focused on repositioning the group following its separation from Barclays, advancing transformation, and strengthening Absa’s role in supporting inclusive economic growth across the continent.

He currently serves as a Non-Executive Director and Chair of Nedbank Group Limited and Nedbank Limited, one of South Africa’s major financial institutions.

He is also a Non-Executive Director of the Youth Employment Service NPC, and a Senior Fellow at Salzburg Global Seminar, challenging current and future leaders to shape a better world. These roles reflect his active involvement in socio-economic development and global policy dialogues. Daniel is currently Chair of the B20 Task Force on Energy Mix and Just Transition.

Daniel was previously Chair of Alexander Forbes Group Holdings Limited and Alexander Forbes Investments Limited. In 2022, Daniel was Head of the Presidential Climate Finance Task Team, driving the Just Energy Transition Partnership and the development of the Just Energy Transition Investment Plan.

Before joining Absa, he held two five-year terms as Deputy Governor of the South African Reserve Bank overseeing financial markets, international relations, and key internal operational clusters; he was a Board Member of the Monetary Policy, Financial Stability, Risk Management, and Prudential committees.

Earlier, Daniel built a solid international banking foundation with roles at WestLB (UK & Germany), Commerzbank, and African Merchant Bank in project and structured finance.

Educated in banking at City of London Polytechnic, and at Germany’s Sparkasse Paderborn, he was honoured with Germany’s Order of Merit in 2018 and has received the ABSIP Lifetime Achiever Award (2019).

Daniel is recognised for combining global financial intellect with purpose-driven governance. He is respected for principled leadership, resilience, and impact across both commercial and societal spheres.

He brings deep cross-sector expertise in:

- Banking governance & audit oversight – chairing boards and audit committees within regulated financial services in emerging markets
- Macro-financial & central bank leadership – shaping monetary policy, financial stability, and institutional risk frameworks at the Reserve Bank level
- Climate finance & energy transition – leading national-level financing strategies supporting decarbonisation and green investment
- Executive leadership & strategic turnaround – managing large banking groups during global economic uncertainty and leadership transitions



DR GERRY MURPHY

Dr Gerry Murphy is Chair of Burberry Group plc and Chair of Tesco plc, two of the UK's most prominent listed companies. He was previously Chair of Tate & Lyle plc. He is also Senior Adviser at Perella Weinberg Partners, a global independent financial advisory firm.

Gerry was a Senior Managing Director (partner) in Blackstone's private equity unit where he guided the firm's investments and governance across a diverse portfolio of international companies and was Chair of Blackstone in Europe until 2019. Earlier in his career, he served as Chief Executive Officer of Kingfisher plc, Carlton Communications plc (now ITV plc), Exel plc and Greencore Group plc, developing a reputation for operational transformation, strategic repositioning, and shareholder value creation.

He was a Non-Executive director of British American Tobacco plc, Reckitt Benckiser plc, Abbey National plc, Merlin Entertainments plc, Novar plc, Intertrust NV, Hornbach Holding AG, United Biscuits Limited and Michaels Stores Inc.

Gerry began his career in Ireland, the UK and the USA with Grand Metropolitan plc (now Diageo plc).

Gerry has a BSc and PhD in food technology from University College Cork, and an MBS in marketing from University College Dublin (now UCD Smurfit Graduate Business School).

He is recognised for his strategic clarity, governance expertise, and ability to guide complex organisations through change while building sustainable long-term value.

He brings deep cross-sector expertise in:

- Retail, consumer & brand leadership – stewarding iconic global businesses and driving growth through innovation, customer insight, and disciplined capital allocation
- Private equity & governance – overseeing investment strategy, value creation, and portfolio management as a senior leader within Blackstone
- Global corporate leadership – shaping strategy and performance across listed companies in multiple industries, from FMCG to logistics and media



GAVIN PATTERSON CBE

Gavin Patterson currently serves as Chair of Elixirr plc (since 2019), Chair of Kahoot! ASA (since 2024), Chair of Kraken Technologies Inc. (since 2023) Non-Executive Director of Ocado Group plc (since June 2024), Non-Executive Director of Wix.com Ltd (since 2023), while also acting as Senior Adviser to Octopus Energy. He has served on boards since 2008 and previous roles include Non-Executive Director of Johnston Press and British Airways, and Chair of British American Business and Business in the Community.

Latterly as an executive, he served as President and Chief Strategy & Revenue Officer at Salesforce (2019-2023), overseeing global sales strategy and contributing to a 60% growth from \$19 billion to \$30 billion.

Best known for his transformative leadership at BT Group plc (CEO 2013-2019), Gavin led the £15 billion acquisition of EE, completed the nationwide fibre rollout, launched BT Sport, and built a leading cybersecurity practice—anchoring the company's pivot to converged communications and social purpose. His tenure saw BT's evolution into a platform-driven business that balances commercial execution with corporate citizenship.

In his earlier career, he refined his commercial and marketing expertise through senior roles at Procter & Gamble, a stint at Telewest/Virgin Media, and leadership of BT Retail, serving as Managing Director of Consumer (2004-2008) and CEO of Retail (2008-2013).

Educated with an MEng in Chemical Engineering (Emmanuel College, Cambridge), Patterson earned a CBE in the 2023 New Year Honours for services to industry and charity. Renowned for combining commercial rigour with a personal drive to support dementia research—now Chair of Alzheimer's Research UK—he exemplifies leadership grounded in impact, empathy, and strategic depth.

He brings deep cross-sector expertise in:

- Platform transformation & digital infrastructure – scaling fibre networks, launching new services, and integrating telecom with media and cybersecurity
- Global sales & revenue leadership – growing SaaS revenues at Salesforce through global scaling and C-suite alignment
- Board governance & strategic oversight – chairing multiple public and private tech and services boards with strong brands and investor profiles
- Purpose-led corporate change – driving social purpose agendas, diversity, and community initiatives throughout his career



LORD STUART PEACH

Lord Stuart Peach sits as a Crossbench Peer in the House of Lords (since 2022), providing non-partisan expertise in defence, security, and public policy.

He served as the Prime Minister's Special Envoy to the Western Balkans (December 2021–March 2025), undertaking a cross-national diplomatic role that reinforced stability, EU integration, and governance reforms within a complex regional landscape.

Between June 2018 and June 2021, Lord Peach served as the Chair of NATO's Military Committee, ascending to the most senior military role within the alliance. In this capacity, he provided counsel to the NATO Secretary General and member states, facilitated the adoption of NATO's Military Strategy, and directed military advice amid heightened geopolitical tension.

Before taking on NATO leadership, he served as the Chief of the Defence Staff in the UK from July 2016 to June 2018, acting as the professional head of the British Armed Forces. Before this, he held the positions of Vice-Chief of the Defence Staff from 2013 to 2016, Commander of the UK Joint Forces Command from 2011 to 2013, and Chief of Joint Operations from 2009 to 2011.

His operational commands included intelligence leadership, NATO Air Commander in Kosovo, and strategic coordination in Afghanistan, Iraq, and Libya.

Educated at the University of Sheffield (BA) and holding an MPhil from Cambridge, Lord Peach is a Knight of the Garter (2024), Knight Grand Cross of the Order of the British Empire (2016), and Knight Commander of the Order of the Bath (2009). He has received valour distinctions from the UK, US, Saudi Arabia, Italy, and others. Serving as a Deputy Lieutenant of Lincolnshire and a Fellow of numerous institutions, he embodies the interface between disciplined military leadership, strategic diplomacy, and board-level stewardship.

He brings deep cross-sector expertise in:

- International security & defence governance – leading military strategy at the intersection of NATO and UK defence
- Geopolitical diplomacy & stabilisation – advancing Western Balkan reforms at the national and alliance level
- Institutional transformation & crisis oversight – steering command structures and readiness during multi-theatre operations
- Public policy & parliamentary oversight – shaping defence policy through his non-partisan peerage and advisory roles



DOUG PETERSON

Doug Peterson is a proven global leader in financial services, and data and analytics, recognised for transforming S&P Global into a modern, technology-driven powerhouse at the centre of global markets.

He served as President & CEO of S&P Global from 2013 to 2024, where he delivered over a decade of strong shareholder value, international expansion and strategic innovation. He initiated and led S&P Global's US\$44bn acquisition of IHS Markit and its successful integration in 2022. Under his leadership, the company's market capitalisation grew from \$16bn to more than \$150bn.

Before joining S&P Global, Douglas spent 26 years at Citigroup in senior leadership roles across Latin America, Asia and the U.S., including CEO of Citigroup Japan, COO of Citibank, and Chief Auditor.

Doug contributes widely to global institutions and boards, including the Council on Foreign Relations, the National Bureau of Economic Research, Temasek, Claremont McKenna College, and the Japan Society. He has also serves on UN, World Bank and FDIC advisory groups focused on sustainability, infrastructure and financial stability.

Doug was educated at Claremont McKenna College and the Wharton School of the University of Pennsylvania.

He brings deep cross-sector expertise in:

- Financial services & data analytics – transforming S&P Global through acquisitions such as IHS Markit, Kensho and SNL
- Technology & innovation – leading digital transformation through AI, Cloud and advanced data strategies
- Governance & regulation – extensive experience in crisis management, global risk, audit and systemic stability
- International leadership M&A, and Business Transformation – driving cross-border expansion and complex integrations



HENRIK POULSEN

Henrik Poulsen currently serves as Chair of the Supervisory Board at Carlsberg A/S (since 2022), is a Senior Adviser to A.P. Møller Holding A/S and Chair of the Board at one of their biggest investments, the packaging company Faerch A/S (since 2021). Additionally, he acts as a Board Member at Bertelsmann SE & Co. KGaA (since 2020).

Henrik is best known for his transformative leadership as CEO of Ørsted A/S (2012-2020), where he led the company from a fossil-fuel utility into the world's leading offshore wind champion. Under his stewardship, offshore capacity more than doubled, legacy oil and gas assets were divested, and the brand was entirely repositioned-as reflected in renaming the company from DONG to Ørsted's renaming in-with market value soaring.

Previously, Henrik was Vice-Chair of Novo Nordisk A/S (2022-2025), chairing both Audit and Remuneration Committees, and a member of the Board of Novo Holdings. Earlier, he was CEO of TDC A/S (2008-2012), Denmark's largest telecoms operator which at that time was owned by five private equity firms including KKR, and an Operating Executive at KKR Capstone (2007-2008). His career also includes leadership roles at LEGO (1999-2006) and early consulting work at McKinsey.

Educated with a BSc and MSc in International Business and Finance from Aarhus School of Business, Henrik is recognised for combining analytical discipline with visionary strategy. His leadership at Ørsted is widely celebrated as a model of corporate transformation and public value creation. As a board mentor, he brings unique insight into scaling legacy companies, orchestrating energy pivots, and aligning governance with long-term growth.

He brings deep cross-sector expertise in:

- Renewables & energy transition leadership – scaling offshore wind capacity, leading corporate pivot from fossil fuels, and embedding ESG throughout governance
- Corporate governance & committee stewardship – chairing audit, remuneration, and nomination at Carlsberg, Novo Nordisk, and Faerch
- Industrial & consumer brand strategy – steering brands through digital disruption, supply chain scale, and international market expansion
- M&A, divestiture & transformation execution – Executing targeted divestments, spin-offs, and value-led growth across sectors



SIR NOEL QUINN

Sir Noel Quinn currently serves as Chair of Julius Baer Group (appointed May 2025) and holds a Non-Executive Director role at Fortescue Metals Group (since February 2025).

He continues to act as a Senior Advisor to the Sustainable Markets Initiative following his 37-year career at HSBC.

From March 2020 to September 2024, Sir Noel was CEO of HSBC Group, having first held the position on an interim basis from August 2019. Under his leadership, HSBC delivered record profits, returned to top-tier returns, exited non-core businesses in Canada and Argentina, and strengthened its focus on Asia while championing sustainable finance and simplifying global operations. He stepped down in September 2024 to pursue a portfolio career and was knighted shortly thereafter for services to finance and Net Zero goals.

Earlier in his career, Sir Noel built commercial banking expertise across HSBC's global footprint. He led the Global Commercial Banking division (2015-2019) and served as Regional Head in Asia-Pacific (2011-2015), based in Hong Kong. His earlier roles included heading Commercial Banking in Europe and the UK, alongside positions in insurance strategy and equity finance.

He's a chartered accountant (trained at Grant Thornton) and was educated at Birmingham Polytechnic. Recognised for his steady, disciplined leadership and depth across commercial, regulatory, and sustainability domains, Sir Noel is a mentor to executives balancing global finance with responsible growth.

He brings deep cross-sector expertise in:

- Global financial governance & transformation – steering one of the world's largest banks through profitability restoration, strategic simplification, and capital reallocation
- Sustainability & net zero finance – leading the bank's environmental transition strategy and advocating for industry-wide green standards
- Geopolitical risk & emerging markets strategy – prioritising Asia, managing regulatory complexity, and navigating shifting macroeconomic environments
- Board-level financial & regulatory stewardship – transitioning seamlessly into governance roles across banking, energy, and sustainability ecosystems



DOMINIQUE REINICHE

Dominique Reiniche is best known for her transformational 22-year leadership at The Coca-Cola Company and Coca-Cola Enterprises, where she rose to President Europe (2005-2013) and later Chair Europe (2013-2014). She led operations and revenue strategy across 38 countries, championed digital and sustainability agendas, introduced voluntary GDA nutritional labelling, and positioned Coca-Cola as a leading corporate voice on public health and environmental responsibility.

Dominique is currently an Independent Director at Deliveroo plc and a Board Member at PayPal Europe. She was previously Chair of Eurostar International (2019 – 2022) and a Non-Executive Director at Mondi plc (2015 – 2024). She recently concluded her term as Chair of Chr. Hansen Holding A/S (2019-2024), having previously served as its Vice Chair from 2015, and was Non-Executive Director at Severn Trent plc from 2016 to 2021. Earlier non-executive roles include terms at AXA SA, Peugeot SA, and EssilorLuxottica.

Earlier in her career, she held senior strategy and marketing roles at Procter & Gamble and Kraft Jacobs Suchard. She has also contributed to industry governance, serving as President of UNESDA (2005–2007), where she advocated for co-regulation and public-private collaboration on health and nutrition across Europe.

Educated at ESSEC Business School (MBA), Dominique has consistently ranked among the most powerful women in global business since 2003 and was named a Financial Times Top 10 European Woman Leader. She is widely respected for blending sharp consumer insight with seasoned boardroom judgement, and for her commitment to mentoring values-driven leaders navigating complex, regulated environments.

She brings deep cross-sector expertise in:

- FMCG leadership & sustainability integration – driving digital, nutritional, and environmental strategy in multinational food and beverage businesses
- Board governance & consumer advocacy – leading governance across global listed entities with a focus on ESG, ethics, and stakeholder trust
- Transportation & infrastructure board leadership – overseeing Eurostar's strategic direction, innovation, and resilience
- Sector collaboration & regulatory engagement – shaping industry policy through alliances with government and civil society to promote transparency and healthier consumption



PAULA REYNOLDS

Paula Reynolds brings over 25 years of board-level leadership across a broad range of sectors including energy, utilities and financial services. She currently serves as Chair of National Grid plc (since 2021), one of the UK's most system-critical energy infrastructure companies, navigating the energy transition, grid modernisation and long-term capital investment cycles.

She holds prominent non-executive roles as a Non-Executive Director of GE Vernova, where she chairs the Safety & Sustainability Committee, and as a Non-Executive Director of Linde plc, offering strategic input in industrial gases and clean energy technologies. She previously served on the boards of BP, GE, TransCanada (now TC Energy), Delta Air Lines, and CBRE.

Paula's executive career was unusual in spanning multiple sectors as a CEO. As CEO of Safeco Corp, an insurance company (2005-2008), she materially improved operating and financial performance, leading to the company's acquisition by Liberty Mutual. Earlier, she was Chair, President, and CEO of AGL Resources (1998-2005), where she expanded the business into a multi-state energy and telecommunications platform. She also held senior roles at PG&E Corp., adding further depth to her international and energy sector credentials.

Paula served as Chief Restructuring Officer at American International Group (AIG) in 2008, where she played a pivotal role in stabilising the company during the global financial crisis by leading its complex divestiture and asset sale efforts.

A US-trained economist and executive with extensive cross-border experience, Paula is recognised for her boardroom judgment, regulatory fluency and ability to guide businesses through structural change and long-range strategy. She continues to play a central role in shaping resilient, responsible leadership at the top of the UK and global corporate landscape.

She brings deep cross-sector expertise in:

- Utilities & energy infrastructure – chairing and directing large-scale UK and US energy network operators
- Governance & board leadership – providing strategic oversight and stakeholder alignment in complex, regulated industries
- Sustainability & risk management – chairing ESG and safety committees with cross-sector responsibility
- Corporate transformation & M&A – leading and advising on high-value transactions and operational repositioning



KASPER RØRSTED

Kasper Rørsted currently serves as Board Member at Siemens AG (since February 2021) and at A.P. Møller – Mærsk AS (since 2023), as Independent Non-Executive Director at Lenovo Group Ltd (since 2023), and as Chair at Woom GmbH, the successful Austrian, private equity owned producer of child-friendly bikes (since 2023). He is also a member of the Advisory Board of the AI robotics start-up Circus Group (since 2025).

He is best known for his tenure as CEO of Adidas AG (2016-2022), during which he revitalised the brand, doubled North American sales, accelerated digital transformation, and positioned Adidas as a sustainability leader—earning recognition as one of the world’s top-performing CEOs in 2019—and before Adidas, as CEO of Henkel AG & KGaA (2008-2016), overseeing a fourfold increase in market capitalisation.

Earlier in his career, he held senior roles at Hewlett-Packard and Compaq across EMEA markets. Recently he also served as a Senior Adviser to Kohlberg Kravis Roberts & Co. LP and as Board Member at Nestlé S.A. (2018-2022) and Bertelsmann SE & Co. KGaA (2011-2019).

These roles reflect his deep expertise in high-tech, consumer goods, and industrial governance at the highest level.

Educated at Copenhagen Business College (International Business, 1985) and with executive training at Harvard, Kasper is recognised for his analytical mindset, decisive action, and commitment to purpose-driven leadership. His mentoring is particularly impactful for executives managing legacy organisations through digital reinvention and board governance evolution.

He brings deep cross-sector expertise in:

- Consumer goods & brand turnaround – steering Adidas from plateau to growth through innovation, digital channels, and bold brand reinvention
- Board governance & digital industrial strategy – serving on Siemens, Lenovo and A.P. Møller – Mærsk boards during pivotal periods of technology adoption and supply-chain evolution
- Global operating leadership & change management – at Henkel and Adidas leading teams across Europe, Asia, and North America to embed culture shift and performance excellence
- Sustainability & ESG Integration – embedding durable sustainability practices with measurable impact on product innovation and plastic reduction



ELDAR SÆTRE

Eldar Sætre was President & CEO of Equinor ASA, leading the company through a historic period of transformation in the global energy sector. As CEO from 2015 – 2020, he spearheaded Equinor’s strategic pivot toward sustainability and diversification, including the company’s high-profile rebranding from Statoil to Equinor. His tenure was marked by decisive leadership in navigating the energy transition and positioning the company for long-term resilience in increasingly complex markets.

Before becoming CEO, Eldar was Equinor’s Chief Financial Officer from 2003 to 2010. As CFO, he played a pivotal role in shaping the company’s financial strategy during a time of significant growth, overseeing the landmark 2007 merger with Hydro’s oil and gas division and managing the company’s dual listing on the Oslo and New York stock exchanges.

Having joined Statoil in 1980, Eldar held a number of senior leadership roles over his career, including Executive Vice President for Marketing, Processing & Renewable Energy. In that role, he was instrumental in developing Equinor’s downstream strategy and laying the foundation for its early investments in renewables.

Eldar is Chair of Strømberg Gruppen AS and Vartdal Holding AS. He is an Independent Director at Subsea 7 SA and Fjord Base Holding AS, while advising Nysnø Climate Investments and chairing Vard Group’s Advisory Board—roles reflecting his breadth across industry, maritime engineering, and climate-aligned investment.

Eldar holds a master’s degree in Business Economics from the Norwegian School of Economics. A lifelong Equinor veteran, he is respected for his steady stewardship during seismic industry shifts, his synthesis of financial discipline and strategic foresight, and his post-Equinor boardcraft in advancing climate-aligned engineering and maritime ventures.

He brings deep cross-sector expertise in:

- Integrated upstream-to-downstream energy strategy – orchestrating scale mergers, public listings, and governance structures across a multi-decade career
- Transformation & brand governance – leading Equinor through its rebranding and realignment as a broad energy company
- Financial stewardship & capital markets – IPO engineering, asset realignment, and robust financial oversight from CFO to CEO
- Energy transition & renewables integration – embedding early renewables strategy and CCGT/CCS into a traditional oil-and-gas framework



PAOLO SCARONI

Paolo Scaroni was Group CEO of ENI, one of the world's "supermajor" oil and gas companies, and before that, CEO of Enel, where he refocused the business around core energy operations and led the group to inclusion in the Dow Jones Sustainability Index. Paolo was also CEO of Pilkington, the global glass manufacturer, where he delivered a complex turnaround following sector-wide consolidation. Renowned for leading large-scale transformations in energy, industrials and infrastructure, Paolo brings decades of CEO and board-level experience across multiple continents and economic cycles.

Paolo is Chair of Enel, Europe's largest integrated electricity and gas operator, and Chair of AC Milan, the iconic football club. He is also Chair of Giuliani, a privately owned pharmaceutical company based in Milan. He is a Board Member of Axitea SpA, an Italian security services company.

He was Deputy Chair of Rothschild & Co. and has served on the boards of major multinationals including Assicurazioni Generali, BAE Systems, Veolia, ABN AMRO, Alstom, and Alliance UniChem. He was previously Senior Independent Director of the London Stock Exchange Group.

Educated at Bocconi University (Economics) and Columbia Business School (MBA), Paolo has been recognised with Italy's Cavaliere del Lavoro and France's Légion d'honneur.

His global career—defined by decisive leadership, sector breadth and strategic influence—makes him a highly credible mentor for senior executives operating in transformation-intensive sectors.

He brings deep cross-sector expertise in:

- Energy transition & industrial leadership – stewarding national champions like ENI and Enel through energy shifts and international expansion
- Cross-border governance & institutional capital – shaping corporate direction at the board level in utilities, defence, finance, and public markets
- Turnaround management & operational strategy – driving performance in complex multinationals under restructuring, especially in manufacturing and heavy industry



TIM SCORE

Tim Score currently serves as Chair of Bridgepoint Group plc (since 2024), overseeing strategy, audit, remuneration, and board governance at the London-listed private equity group.

He also leads the Royal National Theatre's Finance & Audit Committee, and is Chair of Chance to Shine, reflecting his commitment to cultural, sporting, and community institutions.

Previously, Tim was a Board member of The Football Association (2016–2025), where he served as Non-Executive Director (2021–2025), Audit & Risk Committee Chair (2016–2025), and Remuneration Committee Chair (2022–2025).

He also served as Chief Financial Officer of ARM Holdings plc from 2002 to 2015, playing a pivotal role in transforming the UK-based semiconductor designer into a global technology powerhouse. Under his financial leadership, ARM experienced rapid commercial expansion, significant international scale-up, and a surge in investor confidence that elevated its valuation to multibillion-pound levels.

Tim's earlier career included senior finance leadership at Rebus Group, William Baird plc, LucasVarity, BTR, and Arthur Andersen.

As a non-executive, Tim has chaired British Land (2019-2024) and held senior positions at Pearson (Deputy Chair and SID, until 2024), National Express (Interim Chair and SID, until 2014) and HM Treasury (2015-2021). These roles reinforced his reputation for rigorous oversight, risk frameworks, and stakeholder stewardship.

Tim is recognised for combining financial precision with thoughtful stakeholder engagement. His leadership is marked by calm authority, governance depth, and a strong social purpose - qualities that make him a compelling mentor for executives balancing corporate rigour with societal impact.

He brings deep cross-sector expertise in:

- Financial leadership & IPO strategy – embedding financial discipline at ARM through high-growth scaling and market confidence-building
- Board governance & committee chairs – constructing audit, remuneration, and nomination structures across public, private, and charity boards
- Transformation in technology & real estate – steering governance during digital acceleration and listed property sector oversight
- Civic institution stewardship – strengthening governance in sport, arts, and cultural charity sectors



FEIKE SIJBESMA

Feike Sijbesma was CEO & Chair of Royal DSM (2007-2020), overseeing a transformation from a bulk-chemicals firm to a globally respected nutrition, health, and materials sciences innovator. During his 13-year tenure, he executed 25 major acquisitions, divested traditional petrochemical businesses, and initiated partnerships with the UN World Food Programme. DSM's market value more than tripled.

Feike is currently Chair of the Supervisory Board of Royal Philips (since 2021) and Honorary Chair of Royal DSM (since 2020). He is a Non-Executive Director of Unilever, co-chairs the Global Centre on Adaptation (with Ban Ki-moon), is a Member of the World Economic Forum Board of Trustees, Co-Chair of the CEO Climate Leaders Alliance, and co-leads the Carbon Pricing Leadership Coalition for the World Bank. In addition, he advises the IMF, chairs Africa Improved Foods, and guides The Ocean Cleanup, reflecting a leadership footprint that spans corporate governance, sustainability, nutrition, and global systems resilience.

In early 2020, he acted as Special Envoy for the COVID-19 Response for the Dutch government, accelerating testing and policy coordination.

Educated in molecular biology (Utrecht University) and holding an MBA from Erasmus University, Rotterdam, Feike was named UN Humanitarian of the Year (2010), selected among Fortune's 50 greatest leaders (2018), and listed by the Harvard Business Review as one of the world's top 100 CEOs (2019). He holds honorary doctorates and national honours for his lifelong service to business and society.

Feike's career exemplifies the power of purposeful leadership: transforming traditional industries through science, governance, and global stewardship. He remains a sought-after mentor for executives seeking to align commercial success with societal impact.

He brings deep cross-sector expertise in:

- Sustainable business transformation – leading DSM's pivot to purpose-led growth and forging partnerships to tackle malnutrition and climate resilience
- Board governance & global industry leadership – supervising complex listed companies (Philips, DSM, Unilever) with a focus on ESG, digital resilience, and innovation
- Climate & nutrition diplomacy – steering multilateral coalitions on carbon pricing, adaptation, and food security via WEF, World Bank, and UN initiatives
- Science-driven strategy & stakeholder mobilisation – Integrating biology, materials science, and partnerships into value creation at scale



RICHARD SOLOMONS

Richard Solomons currently serves as the Chair of Rentokil Initial plc (since 2019) and the Chair of HBX Group International plc (since 2021). He is also a Non-Executive Director of Mandarin Oriental International Ltd and a Governor and Board Member at the University of Manchester.

He is best known for his six-year tenure as CEO of InterContinental Hotels Group plc (2011-2017), having joined the company in 1992 and subsequently serving as Chief Financial Officer (2003-2011). As CEO, Richard oversaw global expansion, navigated profitability through economic cycles, and bolstered the IHG brand in North America and Greater China. A key strategic move under his leadership was the sale of owned hotel properties and the leasing back of flagship sites—unlocking significant capital, streamlining operations, and reinforcing IHG's asset-light model to drive shareholder value.

Richard began his career by qualifying as a Chartered Accountant with KPMG in 1985, followed by seven years in investment banking at Hill Samuel Bank in both London and New York. He later held senior finance and commercial roles at IHG before rising to the top position.

Educated in Economics at the University of Manchester (BA Hons), Richard is a Chartered Accountant (ICAEW). Renowned for his measured intelligence, stakeholder fluency, and brand stewardship, he provides insightful mentorship in navigating transformation, boardroom governance, and global value creation.

He brings deep cross-sector expertise in:

- Hospitality & global consumer services – scaling hotel and travel platforms through brand positioning, digital distribution, and cross-border growth
- Board governance & committee leadership – chairing audit and nomination committees across public companies and educational institutions
- Strategic financial management – leading public-to-private financing, IPO oversight, and investor communication in global equity markets
- Institutional outreach & industry advocacy – involvement with the World Travel & Tourism Council and education governance at the University of Manchester



VAGN SØRENSEN

Vagn Sørensen was President & CEO of Austrian Airlines from 2001 to 2006, where he steered the national carrier through a challenging post-merger integration with Lauda Air and Tyrolean Airways. Under his leadership, the airline underwent a major operational restructuring, sharpened its strategic focus, and improved its financial performance in the face of rising competition and a volatile aviation market.

He is currently Chair of Air Canada, Zurich Cover-More, Big Bus Tour Group Holdings, and CpuK Finance Ltd. He is an Independent Director at Royal Caribbean Cruises Ltd and CNH Industrial N.V., and an Advisor to EQT.

Vagn was previously Chair of Pantheon Infrastructure plc, Scandilines A/S., FLSmidth A/S., Zebra A/S. (Flying Tiger Copenhagen), TIA Technology A/S., SSP Group plc, and Scandic Hotels Group AB.

He began his career in aviation at Scandinavian Airlines (SAS) in 1984, rising over 17 years to Deputy CEO.

An alumnus of Aarhus Business School (MSc Economics & Business Administration), he is recognised for his strategic calm, stakeholder fluency, and ability to drive clarity and performance during organisational transformation. His career trajectory—from airline executive through to transformative board leadership—makes him an exceptional mentor for scaling, structuring, and governing global businesses through growth and challenge.

He brings deep cross-sector expertise in:

- Airline turnaround & operational governance – delivering structured recovery and integration across multiple carriers
- Multi-sector board leadership – chairing and steering governance across aviation, hospitality, industrial services, and consumer retail
- Private equity advisory & value strategy – guiding investment and transformation through a long-standing partnership with EQT
- Cross-cultural stakeholder dynamics – aligning global boards, unions, regulators, and regional leadership teams within regulated sectors



SANNA SUVANTO-HARSAAE

Sanna Suvanto-Harsaae was Chair of Anora Group (formerly Altia), where she steered the company through a comprehensive turnaround, guided its Initial Public Offering, and oversaw a major merger—establishing her reputation for delivering strategic clarity and shareholder value.

She is currently Chair of Finnair Plc, the flag carrier and largest airline of Finland, Chair of Orthex Oyj, a Finland-based manufacturer of household products, Chair of Posti Group Oyj, Finland's state-owned postal and logistics service provider; and Chair of BoConcept A/S, a Danish premium furniture brand, privately held by private equity firm CataCap. She is celebrated for her ability to simplify complexity, foster high-performing teams, and embed purpose-driven, performance-focused governance across diverse sectors and ownership structures.

Her leadership across consumer, aviation, retail and logistics platforms underscores a rare depth of strategic governance and stakeholder stewardship across Nordic markets. Notably, in 2023, she led Finnair's board through the industry's most turbulent recovery phase, shaping a future-ready strategy post-pandemic.

She was previously Chair of TCM Group A/S, Svane Køkkenet A/S, Nordic Pet Care Group A/S, IsaDora AB, Paulig AB, Babysam A/S, and ECom Teams Sweden AB."

Sanna built her executive career within leading consumer and FMCG businesses, including roles as Chief Marketing Officer and Strategy Director for prominent Nordic brands.

Educated at Lund University (BSc in Business Administration), Sanna has been Finland's top-ranked business leader for seven consecutive years and was named 'Chairwoman of the Year' in Denmark.

She brings deep cross-sector expertise in:

- Board governance & strategic oversight – chairing blue-chip listed firms across aviation, logistics, retail and consumer sectors with a clear focus on financial resilience and strategic clarity
- Cultural & digital transformation – orchestrating value-led renewal through digital channel expansion, performance-oriented outlook and simplicity of purpose
- CEO & executive effectiveness – mentoring leadership teams on board-readiness, Board–C-suite alignment, and systematic decision-making frameworks
- Market-facing stakeholder engagement – embedding market insight and cross-functional alignment across business units and corporate boards



CHONG MENG TAN

Tan Chong Meng served as Group CEO of PSA International until his retirement in March 2024, leading the global port group through a period of significant transformation and growth. He brought to PSA more than 20 years of international leadership experience with Royal Dutch Shell, where he held various senior leadership roles across the US, Europe, China and Singapore in sales, marketing, trading, refinery operations, customer service and merger & acquisitions. Prior to joining PSA, he was Executive Vice President, Global Commercial, Shell Downstream of the Royal Dutch Shell Group, overseeing global commercial activities.

Chong Meng is Chair of the National University Health System (NUHS) and Deputy Chair of Temasek Holdings. He also serves on the boards of MOH Holdings (MOHH), Temasek Capital (China) Holdings and a member of the National University of Singapore and is a member of the Council of Presidential Advisers.

A trusted adviser to both business and government, Chong Meng previously served as Governor Chair of the World Economic Forum's Supply Chain & Transport Industry Community (2022–2024), and co-chaired Singapore's Emerging Stronger Task Force (2020–2021), a committee set up by the Singapore government to guide the nation's economic recovery from the COVID-19 pandemic.

His leadership and service have been recognised with various awards, including the Officer of the Order of the Star of Italy, one of the country's highest civil honours, and the NTUC Medal of Commendation (Gold), for his significant contributions towards promoting and supporting Labour Movement initiatives. He was awarded Singapore's Meritorious Service Medal in 2022 for his various roles in the nation's fight against COVID19, and again in 2025 for his contributions to Singapore's maritime economy, industrial development and healthcare system.

Chong Meng received a graduate degree in Industrial Engineering and an undergraduate degree in Mechanical Engineering from National University of Singapore.

He brings deep cross-sector expertise in:

- Global supply chain and transport leadership – steering complex international logistics operations and advising on global trade resilience, infrastructure modernisation and port transformation
- Corporate governance and board-level strategy – shaping strategic direction for multinational and public sector boards, with emphasis on sustainable growth, risk management and stakeholder engagement
- Public-private sector partnership and policy advisory – deep understanding of government-industry partnership models, having co-led national taskforces and advised on economic recovery and sectoral reform
- Leadership development and organisational resilience – building high-performance cultures, mentoring senior



DR. JOHANNES TEYSSEN

Dr. Johannes Teyssen currently serves as an Independent Non-Executive Director at BP plc (since 2021), where he contributes through the Safety & Sustainability and People, Culture & Governance Committees. He is also Senior Advisor to KKR (since 2021) and Chair of Alpiq Holding Ltd, the leading Swiss power generator and trader (since 2022). These roles reflect his continuing influence over energy policy, infrastructure investment, and boardroom stewardship across continents.

From May 2010 to March 2021, Johannes was CEO of E.ON SE, driving a landmark transformation, splitting the company into renewables- and infrastructure-led businesses, spinning off Uniper in 2016, and re-focusing E.ON on energy networks and retail to serve 50 million customers across Europe.

Earlier, he had risen through legal, financial, operational, and executive ranks across E.ON and its predecessors, including roles as CFO, COO, and Deputy CEO.

Beyond E.ON, he has chaired and shaped European energy governance bodies as President of Eurelectric (2013-2015) and European Vice-Chair of the World Energy Council (2006-2012). He was German Honorary Consul General until 2020. His non-executive experience also includes board tenures at Deutsche Bank (2008-2018) and Salzgitter AG (2006-2016).

Johannes holds a PhD in law from the University of Göttingen. Known for blending legal discipline, strategic vision, and energy-market foresight, he is widely respected for guiding legacy utilities through profound transformation, capital transition, and global board governance.

He brings deep cross-sector expertise in:

- Utility transformation & capital structuring – executing spin-offs, ESG-aligned reinvention, and multi-jurisdictional network governance
- Board-level energy & infrastructure strategy – steering listed firms through regulatory and transition complexity
- Global energy policy & industry organisation leadership – guiding EU and international energy
- Governance, sustainability & cultural integration – embedding rigorous stewardship and purpose within multinational institutions



INGE THULIN

Inge Thulin was President & CEO and Executive Chair of 3M, a science-based company renowned for its innovation and sustainability. A seasoned global business leader, Inge brings over four decades of experience at 3M, where he held multiple senior leadership roles. Under Inge's leadership, 3M accelerated investments in R&D and he led significant initiatives to strengthen and focus 3M's portfolio of businesses. 3M consistently ranks among the world's most ethical companies, having been named on Ethisphere's list of the World's Most Ethical Companies for six consecutive years.

He spent 15 years leading 3M's operations across international markets before becoming CEO — including a pivotal role as Executive Vice President of International Operations, where he was responsible for all of 3M's business outside the US. During that time, international revenue grew to account for more than 65% of the company's total sales, reflecting his ability to scale complex operations worldwide.

Inge is currently on the boards of Patricia Industries AB, a Swedish investment company and subsidiary of Investor AB, and Advanced Instruments, a US-based, privately held manufacturer of analytical instruments for clinical, biopharmaceutical, and food and beverage applications. He is also a Director at Merck & Co., Inc., a global healthcare company listed on the S&P 100. He was previously an Independent Director at Chevron Corp and a Council Member of the American Manufacturing Council.

A native of Sweden, Inge earned degrees in economics and marketing from the University of Gothenburg. He brings a personal approach to mentoring, shaped by his commitment to hands-on leadership development, active sponsorship of diverse talent, and a belief in embedding inclusion and internal growth as strategic imperatives.

He brings deep cross-sector expertise in:

- Technology-driven industrial transformation – scaling R&D innovation and digital platforms within global manufacturing
- Corporate governance in complex multinationals – steering large boards, succession planning, and ethics frameworks
- Sustainability and ESG integration – championing gender diversity, ethical culture, and Dow Jones Sustainability benchmarks
- Global stakeholder alignment and purpose-led leadership – fostering trust across science, business, and regulatory ecosystems



DAVID TYLER

David Tyler currently serves as Chair of PZ Cussons plc (since 2023) and Domestic & General Group Ltd (since 2015). He championed the 30% Club for female leadership and played a leading role in the government-backed Parker Review on Boardroom Ethnic Diversity—co-chairing it from 2015 to 2022 before becoming its current Chair, underscoring his advocacy for inclusion and representation.

David has considerable chairing experience across a wide range of ownership structures. From 2007 to 2009, David served as Chair of 3i Quoted Private Equity plc while concurrently chairing Logica plc from 2007 until 2012. He then led J Sainsbury plc as Chair from November 2009 to March 2019, guiding the FTSE-listed supermarket through transformative initiatives, most notably the 2016 acquisition of Argos, and embedding diversity, governance, and board effectiveness as levers for long-term value.

He was Chair of Hammerson plc from 2013 to 2020 and at The White Company from 2020 to 2022. Additionally, he chaired Imagr Ltd from 2021 to 2023 and JoJo Maman Bébé Ltd from 2022 to 2024, creating a varied portfolio that encompasses consumer goods, warranties, retail technology, and parenting brands. Along with these positions, he has been a Non-Executive Director at Experian, Burberry, Reckitt Benckiser, and Rubix.

His extensive executive experience includes serving as CFO of GUS plc during significant transitions, which led to the company's division into prominent public entities like Burberry, Experian, and Home Retail Group. Additionally, he served as the CFO at Christie's International and has held key finance and general management roles at both Unilever and NatWest Investment Bank.

Educated in Economics at Trinity Hall, Cambridge, David is a qualified Chartered Management Accountant and a strong advocate for “people-first” boards. He is recognised for his clarity, strategic oversight, and commitment to mentoring leaders on board readiness, inclusive culture, and values-driven governance.

He brings deep cross-sector expertise in:

- Retail & consumer strategy – steering Sainsbury's and Argos integration, scaling brand platforms, and adapting to digital disruption
- Boardroom structure & diversity – establishing governance protocols, succession planning, and inclusion programmes via the 30 % Club and Parker Review
- Financial transformation – managing corporate splits, strategic M&A, and financial discipline across FTSE businesses from CFO to Chair
- Multisector governance – chairing and advising across consumer, civil services, finance, property, and technology sectors



JEAN-FRANÇOIS VAN BOXMEER

Jean-François van Boxmeer's career is best known for his transformative 15-year tenure at Heineken International, where he served as CEO (2005-2020) after rising through senior regional and operational roles since joining in 1984. He spearheaded expansive market entry in Africa, Central & Eastern Europe, and Asia, oversaw the integration of Asia Pacific Breweries, and led bold acquisitions and operational repositioning—cementing Heineken's place as a global brewer. Earlier in his career, he held key leadership roles across Africa, Europe, and Italy, gaining deep operational insight and cultural fluency.

Jean-François van Boxmeer is currently Chair of Vodafone Group plc (since 2020), where he leads both the Nominations & Governance and ESG Committees, navigating the company through digital evolution and industry regulation. He is the designated Chair of Unilever Ice Cream, which is expected to demerge and list within the next year.

A seasoned figure in European business, Jean-François chairs the European Round Table for Industry (ERT, since 2022) and sits on Henkel's Shareholders' Committee. He also holds non-executive directorships at Heineken Holding N.V. (since 2020) and previously served as Lead Independent Director at Mondelēz International (2010-2022).

Educated in Economics at the Facultés Universitaires Notre-Dame de la Paix in Namur, Belgium, he is multilingual and globally attuned. He is respected for his decisive yet consensus-driven leadership, his capacity to steer legacy brands into new markets, and his clarity on boards navigating digital, societal, and regulatory complexity.

He brings deep cross-sector expertise in:

- Telecom & digital platform governance – leading Vodafone through technological changes, sustainability oversight, and regulatory negotiation
- Global consumer leadership – driving Heineken's brand expansion, distribution scale and market diversification across emerging economies
- Board strategy & ESG governance – Steering governance frameworks, committee structures, and stakeholder alignment in telecommunications and FMCG
- Cross-cultural expansion & M&A – orchestrating acquisitions, integration, and performance resilience in varied regulatory and growth environments



PETER VOSER

Peter Voser currently serves as Chair of the Board of ABB Ltd (since 2015), overseeing governance and nomination while guiding the business through leadership transitions, including his interim appointment as CEO from April 2019 to February 2020.

He also chairs PSA International Pte Ltd (since 2019) and is a seasoned Non-Executive Director at IBM (since 2014) and Temasek Holdings (since 2015)—positions that reflect his boardroom reach across industrial automation, finance, and global investment.

His executive legacy includes CEO of Shell plc (2009-2013), where he led strategic cost realignment, technology investment, and corporate simplification.

Earlier, he held senior finance roles: CFO at Shell (2004-2009) and CFO of ABB (2002-2004)—the latter helping to stabilise and reposition ABB during a period of transformation.

Educated in Business Administration at Zurich University of Applied Sciences (1982), Peter is recognised for balancing corporate discipline, strategic foresight, and a pragmatic commitment to stakeholder trust—qualities that defined his era at Shell and inform his board leadership today, making him an outstanding mentor in industrial, energy, and governance domains.

He brings deep cross-sector expertise in:

- Industrial tech & automation governance – chairing ABB through electrification, AI-infused robotics, and innovation-led growth
- Energy & oil & gas strategy – leading a major supermajor through volatile energy markets and cost-led performance optimisation
- Global board architecture & capital stewardship – chairing committees at ABB, PSA International, IBM, Temasek and other complex, cross-sector boards
- Transformation & leadership transitions – navigating leadership succession, portfolio renewal, and board cohesion during pivotal inflexion points



JASMINE WHITBREAD

Jasmine Whitbread currently serves as Non-Executive Director and Chair of the Compensation Committee at WPP plc (since 2019), Non-Executive Director and Governance & Sustainability Committee Chair at Richemont SA (since 2021), and Vice-President of the Institute of Business Ethics Advisory Council.

She was the Chair of Travis Perkins plc (2021-2024), where she led the board through a challenging post-pandemic recovery and led its Compensation Committee during her three-year tenure.

Previously, Jasmine was CEO of London First (2016-2021), where she convened business leaders to strengthen London's global competitiveness through Brexit and the pandemic.

Earlier in her executive career, she was CEO of Save the Children UK (2005-2010) and then the inaugural CEO of Save the Children International (2010-2015), unifying 30 national organisations under a single strategic mission with a £2 billion global budget.

Her early career spanned international roles, including launching the Thomson Financial division in the US, heading Oxfam in West Africa, and serving with Voluntary Service Overseas in Uganda.

Educated at the University of Bristol and an alumna of Stanford GSB's Executive Programme, Jasmine was the first woman to be CEO of Save the Children International and continues to champion diversity in business. She is known for her clear, inclusive leadership and her ability to translate complex ethical and governance challenges into effective boardroom strategy.

She brings deep cross-sector expertise in:

- Strategic board governance – leading audit, sustainability, and remuneration committees at FTSE-100 and global luxury firms
- Purpose-driven organisational leadership – repositioning charities and public advocacy groups with mission-led clarity and stakeholder alignment
- Sustainability & ethical stewardship – embedding responsible business frameworks across both for-profit and non-profit institutions
- Stakeholder & public advocacy – mobilising leaders across government, finance, and consumer sectors to drive public trust and corporate impact



DR HANS WIJERS

Hans Wijers was CEO and Chairman of Akzo Nobel N.V. (2003 to 2012), where he led the company's transformation in materials and coatings, executed high-impact acquisitions and divestments—including the Organon spin-off—and sharpened its industrial competitiveness.

Hans is currently Chair of the Supervisory Board at HAL Holding B.V. and is a member of Temasek's European Advisory Panel, where he continues to influence long-term investment strategy, family enterprise governance, and capital deployment across international markets. He recently stepped down as Chair of the ING Group Supervisory Board (2018–2023), having served on the board since 2017. During his tenure, he guided one of Europe's largest financial institutions through a period of strategic renewal, regulatory adaptation, and ESG alignment.

Earlier, he served as Minister of Economic Affairs for the Netherlands (1994–1998), introducing landmark competition policy and navigating complex industrial restructuring.

Hans began his career in academia before becoming Senior Partner and Managing Director at Boston Consulting Group Netherlands. He has since held senior board roles across sectors, including Vice-Chair of Royal Dutch Shell, Chair of Heineken N.V., and Non-Executive Director at GSK—positioning him at the intersection of industry, strategy, and public policy.

Hans holds an MA in Economics from the University of Groningen and a PhD in Industrial Economics from Erasmus University. Known for blending policy fluency with strategic depth and industrial pragmatism, he is a sought-after mentor for leaders navigating regulatory complexity, portfolio transformation, and multi-stakeholder board environments.

He brings deep cross-sector expertise in:

- Financial sector & regulatory governance – supervising global banking and insurance through change and compliance
- Industrial portfolio strategy & corporate transformation – driving M&A, spin-offs, and operational renewal in chemicals and coatings
- Public policy & market design – shaping competitive frameworks and resolving state–industry challenges
- Family & investment board stewardship – advising on governance and long-term capital structures at HAL and Temasek

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 Said 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.

“

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



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.

CMi Team

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.

rick.fulghum@chairmentors.com



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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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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Rick Menell
Senior Adviser

Rick Menell has had a career spanning over 45 years mainly in the international mining industry. He is currently Chair of Perseus Mining and a founding Board Director of Sibanye-Stillwater.

Originally an exploration geologist, Rick worked as an executive with mining companies operating in Africa, North and South America and Australasia. Since retiring from the Anglovaal/ARM group in 2009 where he was Executive Chair of Anglovaal and then Deputy Chair of acquirer African Rainbow Minerals, he has had a non-executive career on the boards of Gold Fields, the Weir Group, Bateman Engineering, and Standard Bank Group. Among other roles he has served as President of the South African Chamber of Mines, Chair of the South African Tourism Board and for many years was a Senior Adviser to Credit Suisse. He remains active in a range of non-profit organisations and public-private partnerships focussed on youth development and infrastructure rehabilitation in Southern Africa.

Rick joined CMi in 2025 and is based in Cape Town. He was educated in the UK and the USA, holding an MA (Cantab) and MSc (Stanford).

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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



Matthew Westerman
CEO, Global Mentors Group

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 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.



Bespoke mentoring for top-tier global executives



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