



CMi

Global Leaders in Mentoring



Helping the best
leaders become even
more successful

2023/24

Chair Mentors International

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



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

Sir Roger Carr, former Chair, BAE Systems plc

85+

distinguished
international
Chair Mentors



Global Leaders in Mentoring

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Global leaders in mentoring

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

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

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

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

Our mentoring is directed towards five distinct groups:

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

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



What makes us unique?

CMi provides business leaders with structured, personalised and confidential mentoring, from an international roster of over 85 Chairs with Board experience from 61 countries and a global presence across 19 nationalities.

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

Bespoke Engagements

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

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

Mutual benefits:

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

Our record speaks for itself

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

400

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

CEO Succession

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

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

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

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

Developing successful candidates

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

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

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



Mentoring for CEO succession often encompasses the following topics:

- Board relationships
- business strategy
- leadership style
- investors
- shareholders
- analysts
- regulators
- the media

150+

CEOs or CEO
succession candidates
mentored by CMi

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



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

CEO Mentoring

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

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



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



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

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

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

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

Marco Alverà, CEO, TES

CFO Mentoring

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

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

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

Mentoring for CFOs often encompasses dealing with:

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



180

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

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

Chair Mentoring

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

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

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

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

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

Reflections from a recently appointed Chair

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

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

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

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



Finally, for me, it was the transfer of the experience of Chairmanship and the chemistry match between myself and my Mentors which were the most important criteria in their selection. Relevant industry/sector experience was useful, but not essential.”

Sir Roger Carr, former Chair, BAE Systems plc



Senior Executive Development

Building the leaders of the future

CMI's bespoke Senior Executives mentoring programme is for those Senior Executives who must be retained and nurtured and are considered worthy of significant investment.

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

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

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

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

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

Our Clients

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

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

A word from our clients



Alison Rose

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

Alison Rose, former CEO, NatWest Group plc

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

Jakob Stausholm, CEO, Rio Tinto



Marco Alverà



Jakob Stausholm

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

Marco Alverà, CEO, TES

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

C.S. Venkatakrisnan, Group Chief Executive, Barclays



C.S. Venkatakrisnan





OUR MENTORS

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

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

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

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

85+

Chair Mentors of
19 nationalities with
Board experience from
61 countries

JEAN-PAUL AGON



Major Career Roles

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

Industry Knowledge

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

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

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

Other Career Highlights

- Lead Independent Director, Air Liquide SA

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

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

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

CMi MENTORS

CHARLES ALLEN LORD ALLEN OF KENSINGTON CBE



Major Career Roles

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

Industry Knowledge

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

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

Other Career Highlights

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

Previously, Lord Allen was Chair of ISS Holding A/S and 2 Sisters Food Group.

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

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

THOMAS THUNE ANDERSEN



Major Career Roles

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

Industry Knowledge

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

Thomas is Independent Chair of Ørsted A/S, which has been ranked as the most sustainable company in the world for the fourth year running. He is also Chair at Lloyd's Register Group, Chair of VKR Holding A/S, Independent Director of BW Group Ltd and Senior Independent Non-Executive Director of IMI plc, where he is ESG responsible for employee engagement. He is an Independent Board member of Green Hydrogen Systems A/S and Chair of Lloyd's Register Foundation one of UK's largest charities.

Other Career Highlights

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

Thomas was previously Non-Executive Director of SSE plc, Petrofac Ltd and BW Offshore Ltd, and Chair of DeepOcean Group Holding AS. In his executive career, he was a Partner at A.P. Møller – Mærsk A/S and CEO and Partner at Maersk Olie & Gas A/S.

Thomas has extensive experience with different ownership structures and governance models. He has overseen large-scale business transformations, e.g. at Ørsted, as well as overseeing large IPOs. His present focus is on developing sustainability and ESG agendas for companies and government institutions.

Thomas is also a member of Friends of Ocean Action Community/UNGC, in the World Economic Forum's Chairs' Community, and is a Commissioner of the Energy Transitions Commission. He is also a member of the Danish Committee for Good Corporate Governance and the Gender Diversity Roundtable, Denmark.

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

CMi MENTORS

NICK ANDERSON



Major Career Roles

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

Industry Knowledge

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

Nick is Group Chief Executive of Spirax-Sarco Engineering plc. He has held the position since 2014. Nick is also Independent Non-Executive Director at BAE Systems plc.

Other Career Highlights

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

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

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

DOUG BAKER



Major Career Roles

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

Industry Knowledge

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

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

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

Other Career Highlights

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

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

CMi MENTORS

VINDI BANGA



Major Career Roles

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

Industry Knowledge

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

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

Other Career Highlights

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

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

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

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

SARAH BATES



Major Career Roles

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

Industry Knowledge

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

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

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

Other Career Highlights

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

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

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

CMi MENTORS

SIR PETER BAZALGETTE



Major Career Roles

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

Industry Knowledge

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

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

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

Other Career Highlights

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

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

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

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

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

WENDY BECKER



Major Career Roles

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

Industry Knowledge

Wendy Becker has a wealth of experience of consumer goods, fashion, technology, telecommunications and consulting sectors. She works with and advises companies in the consumer technology space, particularly those working cross borders.

Wendy is Independent Chair of Logitech International SA and Senior Independent Non-Executive Director of Oxford Nanopore Technologies plc. She is also Independent Non-Executive Director of GlaxoSmithKline plc. She is Independent Outside Director of Sony Group Corp. and a Non-Executive Director of Oxford University Press Ltd.

Other Career Highlights

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

Wendy is also Chair of the British Heart Foundation, a Trustee of the University of Oxford and a Non-Executive Director of the Saïd Business School, University of Oxford.

Wendy started her career in brand management at Procter & Gamble and spent 15 years at McKinsey where she was a partner in the San Francisco office and the London office, where she led the Consumer and Retail practice across Europe.

Wendy was named one of the Top 50 Women to Watch in International Business by the FT.

CMi MENTORS

DANIEL BERNARD



Major Career Roles

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

Industry Knowledge

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

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

Other Career Highlights

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

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

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

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

SIR PETER BONFIELD, CBE, FRENG



Major Career Roles

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

Industry Knowledge

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

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

Other Career Highlights

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

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

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

Sir Peter was named a Commander of the Order of the British Empire in 1988, and subsequently knighted in 1996. In 1995 he was awarded the Mountbatten Medal for his extended contribution to the promotion of electronics or information technology and their application.

CMi MENTORS

DR SVEIN RICHARD BRANTZÆG



Major Career Roles

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

Industry Knowledge

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

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

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

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

Other Career Highlights

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

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

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

GUNNAR BROCK



Major Career Roles

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

Industry Knowledge

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

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

Other Career Highlights

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

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

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

CMi MENTORS

THOMAS BUBERL



Major Career Roles

- Chief Executive Officer, AXA
- Independent Director, IBM Corp.
- Member, Supervisory Board, Bertelsmann Verwaltungsgesellschaft
- Trustee, World Economic Forum

Industry Knowledge

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

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

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

Other Career Highlights

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

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

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

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

TON BÜCHNER



Major Career Roles

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

Industry Knowledge

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

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

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

Other Career Highlights

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

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

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

CMi MENTORS

PAUL BULCKE



Major Career Roles

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

Industry Knowledge

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

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

Other Career Highlights

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

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

GORDON CAIRNS



Major Career Roles

- Chair, Woolworths Group Ltd
- Independent Director, Macquarie Group Ltd
- Senior Adviser, McKinsey & Co.
- Chair, Origin Energy Ltd
- CEO, Lion Nathan Ltd
- Managing Director, Pepsi-Cola Australia
- Non-Executive Director, Opera Australia
- Chair, Craveable Brands Ltd

Industry Knowledge

Gordon Cairns has a wealth of professional experience from positions in beverages, food, finance and retail sectors and has held Senior Executive, Non-Executive Director and Chair positions across the UK, USA and Australasia markets in the public, private and not-for-profit sectors.

Gordon is the former Chair of Woolworths, the Australian supermarket and drinks company. He was also the Chair of Origin Energy and CEO of Lion Nathan (the beverage business) and an Independent Non-Executive Director at Macquarie and Westpac Banking.

Other Career Highlights

- Non-Executive Director, Opera Australia
- Chair, Craveable Brands Ltd
- Chair, David Jones Ltd
- Chair, Rebel Group Pty Ltd
- Independent Non-Executive Director, Westpac Banking Corp.
- Non-Executive Director, World Education Australia
- Independent Non-Executive Director, Seven Network Ltd
- Regional MD, KFC Corp. Australia, New Zealand & South Africa
- Division CFO, PepsiCo Foods and Beverages International Ltd Inc. and Allseas Engineering BV
- Adviser, Partners Group for Ammega

At PepsiCo, Gordon worked in 3 continents over 10 years in marketing, operations and finance. He joined Lion Nathan, initially as the Managing Director of their Australian beer business, and thence for 7 years as CEO. During that period, the company was consistently recognised as a best employer, and he was awarded a True Leaders award on 3 separate occasions.

Additionally, Gordon served as a Senior Adviser to CVC Australia, Archer Capital PE, McKinsey and, most recently, Luminis, an investment bank.

Gordon also served on the Board of Good Return, a not for profit in the microfinance area, which helps the poor of S.E. Asia.

CMi MENTORS

SIR ROGER CARR



Major Career Roles

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

Industry Knowledge

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

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

Other Career Highlights

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

He was previously Chair of BAE Systems, Centrica plc, Vice Chair of the BBC Trust, Deputy Chair and Senior Independent Non-Executive Director of the Court of the Bank of England, President of the Confederation of British Industry, Chair of Cadbury plc, Chair of Chubb plc, Chair of Mitchells & Butlers plc, Chair of Thames Water plc and Chief Executive Officer of Williams plc.

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

JEAN-LOUIS CHAUSSADE



Major Career Roles

- Chair and former CEO, Suez
- Independent Director, Criteria CaixaHolding SAU
- Lead Independent Board member, Kaufman & Broad SA
- CEO, Dumez Copisa (Spain)

Industry Knowledge

Jean-Louis Chaussade is an experienced Chair and CEO of CAC40, CAC All-Tradeable, Euronext 100 and SBF 120 companies. Over more than 25 years he has acquired senior-leadership experience combined with multi-industry knowledge in utilities, building, government, oil and gas.

Jean-Louis was Chair of Suez, the world's leading environmental company dedicated to water and waste management, after having been its CEO for 15 years. He was also previously Chair and CEO of Degrémont and CEO of Dumez Copisa (Spain). Currently, he is an Independent Director of Criteria CaixaHolding SAU.

Throughout his career Jean-Louis has served in a number of external public and private organisations.

Other Career Highlights

- Chair and former CEO, Degrémont
- Independent Director, Acea SpA

He serves as a Chair of JLCH Conseil, Special Adviser of Accuracy (large French consulting firm), Chair of the Board of the Université Technologique de Compiègne, Non-Executive Board member of Kaufman & Broad SA and a member of Anand Group Supervisory Board in India.

Jean-Louis is a Director of Criteria CaixaHolding SAU, Vice President of the France-China Committee, a member of the Board of the Institut du Capitalisme Responsable (ICR) and SIBAC Vice Chair. He is also a member of the Board of the IAGF (Association Initiatives pour l'avenir des Grands Fleuves).

Jean-Louis was a member of the Chongqin Mayor's International Economic Advisory Board (CMIA) from 2019 to 2020.

CMi MENTORS

VICTOR CHU



Major Career Roles

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

Industry Knowledge

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

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

Previously, Victor has served as Director and Council member of the Hong Kong Stock Exchange, as a member of the Hong Kong Takeovers and Mergers Panel and an Advisory Committee member of the Securities and Futures Commission.

Other Career Highlights

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

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

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

FULVIO CONTI



Major Career Roles

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

Industry Knowledge

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

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

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

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

Other Career Highlights

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

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

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

CMi MENTORS

CLAUDIO COSTAMAGNA



Major Career Roles

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

Industry Knowledge

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

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

Professional experience includes various positions at Citibank, Montedison and most recently Goldman

Other Career Highlights

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

Sachs, where Claudio was the Chair of the Investment Banking Division for Europe, the Middle East and Africa. Previously he was Co-Head of Goldman Sachs' Investment Banking Division for Europe, the Middle East and Africa, and a member of the European Management Committee and the Global Partnership Committee. Prior to this Claudio was the Country Head for Italy and Chair of Goldman Sachs SIM SpA.

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

DAME VIVIENNE COX, CBE



Major Career Roles

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

Industry Knowledge

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

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

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

Other Career Highlights

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

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

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

CMi MENTORS

MARK CUTIFANI



Major Career Roles

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

Industry Knowledge

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

Mark Cutifani is Independent Director of TotalEnergies and Senior Independent Non-Executive Director of Laing O'Rourke.

He was until recently also the Chair of De Beers Group of Companies and a Non-Executive Director of Anglo American Platinum Ltd.

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

Other Career Highlights

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

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

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

BARBARA DALIBARD



Major Career Roles

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

Industry Knowledge

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

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

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

Other Career Highlights

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

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

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

CMi MENTORS

SIR JEREMY DARROCH



Major Career Roles

- Chair, Sky plc
- Group CEO, Sky plc
- Senior Independent Director, Burberry Group plc
- Chair, Business in the Community
- Senior Independent Non-Executive Director, Reckitt Benckiser Group plc

Industry Knowledge

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

Sir Jeremy is a Senior Independent Non-Executive Director of Reckitt Benckiser Group plc, 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. During his tenure, Sky transformed from a linear satellite broadcaster into Europe's largest multi-platform TV provider with over 23m customers across Europe.

Other Career Highlights

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

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

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

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

WOUT DEKKER



Major Career Roles

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

Industry Knowledge

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

Wout currently serves as Chair of the Supervisory Board of Randstad NV, which is one of the world's largest HR providers. He is also a member of the Supervisory Board of SHV Holdings NV, Pon Holdings NV and Hendrix Genetics BV, and of the Paine Schwartz Partners Food Chain Advisory Board.

Other Career Highlights

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

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

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

CMi MENTORS

LUISA DELGADO



Major Career Roles

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

Industry Knowledge

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

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

Other Career Highlights

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

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

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

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

HANNE DE MORA



Major Career Roles

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

Industry Knowledge

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

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

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

Other Career Highlights

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

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

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

CMi MENTORS

TOM DE SWAAN



Major Career Roles

- Chair, Supervisory Board and former CFO, ABN AMRO Bank NV
- Vice Chair, Supervisory Board of Royal DSM NV
- Chair, Zurich Insurance Group AG
- Chair, Foundation Funds Netherland Cancer Institute
- Member, Advisory Board of the Akbank Turk Anonim Sirketi A/S
- Vice Chair, Supervisory Board of Royal Ahold NV
- Chair, Amsterdam Financial Centre and the Banking Supervisory Sub-Committee of the European Monetary Institute

Industry Knowledge

Tom de Swaan has over 20 years of international senior-leadership experience from working as a Chair for AEX, Euronext 100, SMI, STOXX Europe 50 and other private and public companies. This has given him a multi-industry knowledge in financial services, insurance, chemicals, government and pharmaceuticals.

Tom is Chair of the Supervisory Board of ABN AMRO Bank NV. He is also an Advisory Board member of Akbank Turk Anonim Sirketi A/S. He was previously Chair of Zurich Insurance Group AG, Vice Chair of the Supervisory Board of Royal DSM NV, a Netherlands-based global life-sciences and material-sciences group, Vice Chair of the Supervisory Board of Royal Ahold NV, a multi-country supermarket chain, and Chair of the Amsterdam Financial Centre and the Banking Supervisory Sub-Committee of the European Monetary Institute.

Other Career Highlights

- Member, Governing Board of De Nederlandsche Bank
- Chair, Supervisory Board of Van Lanschot Bankiers
- Member, Board of Directors of GSK plc
- Advisory Board member, China Banking Regulatory Commission
- Chair, Basel Committee, Banking Supervision
- Chair, National Opera & Ballet Fund
- Member, Board of Directors of the International Centre for Missing & Exploited Children

He was a member of the Governing Board of De Nederlandsche Bank, a member of the Executive Board and CFO of ABN AMRO.

Tom has developed a broad portfolio of corporate and not-for-profit activities, and has served on several Boards, including as a member of the Supervisory Board of Van Lanschot Kempen NV, the holding company of an independent Dutch bank, where he served as Chair until the end of 2015. He was also a member of the Advisory Board of the China Banking Regulatory Commission in Beijing from 2009 to 2017.

Tom is also Chair of the Foundation Funds of the Netherlands Cancer Institute. On the not-for-profit side he is, among his other roles, Chair of the Board of the National Opera & Ballet Fund and member of the Supervisory Board of the Holland Festival.

MICHAEL DIEKMANN



Major Career Roles

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

Industry Knowledge

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

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

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

Other Career Highlights

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

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

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

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

CMi MENTORS

SIR JAN DU PLESSIS



Major Career Roles

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

Industry Knowledge

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

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

Other Career Highlights

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

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

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

W. H. (BILL) EASTER III



Major Career Roles

- Chair, President and CEO of DCP Midstream LLC
- Director and Committee Chair of Delta Air Lines Inc.
- Director and Technology & Environmental Sustainability Committee Chair of Emerson Electric Inc
- Director, President and CEO of Conoco Jet Nordic A.B.

Industry Knowledge

Bill Easter is an accomplished senior leader and board director with over 40 years of executive experience in the energy, energy services, aviation, healthcare, and industrial automation sectors.

Bill is a Director and Audit Committee Chair of Delta Air Lines Inc. and a Director and Technology & Environmental Sustainability Chair of Emerson Electric Inc. Previously, he served as a Director of Grupo AeroMexico S.B.A. de C.V., Concho Resources Inc., BakerHughes Inc., Sunoco Inc., DCP Midstream Partners LP, and Conoco Jet Nordic A.B.

Bill is the retired Chair, President and Chief Executive Officer of DCP Midstream LLC, one of the largest US processors and marketers of natural gas and natural gas liquids. Bill also previously held senior leadership, operating and commercial roles at ConocoPhillips Inc., in the areas of hydrocarbon supply, transportation, refining and marketing – domestically and internationally.

Other Career Highlights

- Director and immediate past Chair of Memorial Hermann Health System
- Director of Baker Hughes Inc, Sunoco Inc, Concho Resources Inc and Grupo AeroMexico S.B.A de C.V.
- Vice Chair of Swedish-American Chamber of Commerce

Bill has a long history of community service. He is a Director of Houston, TX based Memorial Hermann Health System. He has also been involved in educational and industry activities including the American-Swedish Chamber of Commerce.

Bill holds a bachelor's degree in finance from the University of Houston and a master's degree in management from Stanford University.

CMi MENTORS

LYNN L. ELSENHANS



Major Career Roles

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

Other Career Highlights

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

Industry Knowledge

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

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

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

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

RONA FAIRHEAD THE BARONESS FAIRHEAD CBE



Major Career Roles

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

Industry Knowledge

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

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

Baroness Fairhead was previously the Chair and CEO of the Financial Times Group and also led Pearson professional education.

Other Career Highlights

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

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

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

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

CMi MENTORS

ANDREW FISHER



Major Career Roles

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

Industry Knowledge

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

He is currently Chair of Rightmove plc and Epidemic Sound AB, and Senior Independent Non-Executive Director of Marks & Spencer plc.

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

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

Other Career Highlights

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

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

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

SIR DOUGLAS FLINT CBE



Major Career Roles

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

Industry Knowledge

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

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

Other Career Highlights

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

He is also an Advisory Board member at Hakluyt & Co. Ltd and Motive Partners, serves on the International Advisory Panel of the Monetary Authority of Singapore and is a Board member of the Institute of International Finance.

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

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

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

CMi MENTORS

DAME CLARA FURSE



Major Career Roles

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

Industry Knowledge

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

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

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

Other Career Highlights

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

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

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

THOMAS (TOM) GLOCER



Major Career Roles

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

Other Career Highlights

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

Industry Knowledge

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

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

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

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

CMi MENTORS

WILLIAM (BILL) GREEN



Major Career Roles

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

Industry Knowledge

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

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

Other Career Highlights

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

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

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

STEVEN (STEVE) GREGG



Major Career Roles

- Chair, Lottery Corporation Ltd
- Chair, Ampol Ltd (previously Caltex)
- Non-Executive Director, Challenger Ltd and Challenger Life Co. Ltd
- Non-Executive Director, William Inglis & Son Ltd
- Chair, Lorna Hodgkinson Foundation and Unisson Disability Ltd and a Trustee, Australian Museum

Industry Knowledge

Steve Gregg has over 30 years of experience in senior-leadership roles from his role as Chair of ASX All Ordinaries, S&P/ASX 50 and in other public companies. These experiences have culminated in a multi-industry knowledge of financial services and management consulting.

Steve is Chair of the Lottery Corporation Ltd and Ampol Ltd (previously Caltex). Ltd, and William Inglis & Son Ltd. Prior to this, he was Chair of Goodman Fielder Ltd, Tabcorp Holdings Ltd and Austock Group Ltd.

Other Career Highlights

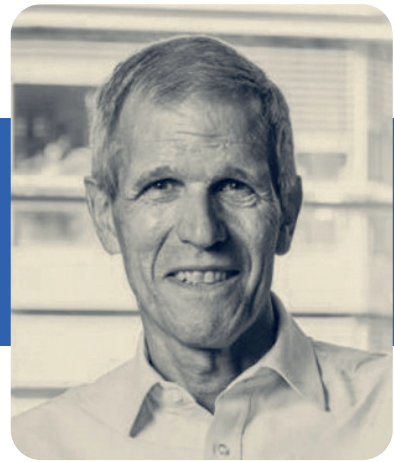
- Chair, Tabcorp Holdings
- Chair, Goodman Fielder Ltd
- Chair, Austock Group Ltd

Steve has extensive Australian and international executive experience in investment banking and management consulting. He held senior positions at ABN Amro (as Global Head of Investment Banking), Chase Manhattan and Lehman Brothers, and his most recent executive role was as a Partner at McKinsey & Co., specialising in financial services and strategy. He was also a Non-Executive Director of Challenger Ltd and Challenger Life Co. Ltd.

Steve also does much philanthropic work and is Chair of the Lorna Hodgkinson Foundation and Unisson Disability Ltd and a Trustee of the

CMi MENTORS

CALVIN GRIEDER



Major Career Roles

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

Industry Knowledge

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

Calvin is Chair of Givaudan SA, AWK Group and Société General de Surveillance (SGS) SA. In addition, he is Chair and Administrative President of the international engineering group Bühler AG.

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

Other Career Highlights

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

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

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

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

JIM HAGEMANN SNABE



Major Career Roles

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

Industry Knowledge

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

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

Other Career Highlights

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

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

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

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

CMi MENTORS

DR ANTHONY (TONY) HAYWARD



Major Career Roles

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

Industry Knowledge

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

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

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

Other Career Highlights

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

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

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

PAUL HERMELIN



Major Career Roles

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

Industry Knowledge

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

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

Paul is a thought leader on technology, digital transformation and disruption. He is an intellectual and strategic global thinker and reflects on macro-economic matters around the globe, thus demonstrating a profound, global overview. He is multicultural and well connected in Europe, the US, Asia and the Middle East. He has a breadth of knowledge and experience of (all developments in)

Other Career Highlights

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

India, where under his leadership the Capgemini headcount grew from 120 to 140,000 people. Paul spent the first 15 years of his professional life in the French government, primarily in the Ministry of Finance. He held a number of positions in the Budget Office and on various ministry staffs, including that of Finance Minister Jacques Delors. He was Chief of Staff to the Minister of Industry and Foreign Trade (1991 to 1993). In 1993 Paul stepped out of the government world and into the evolving technology world.

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

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

CMi MENTORS

CHRISTINE HODGSON, CBE



Major Career Roles

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

Industry Knowledge

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

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

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

Other Career Highlights

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

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

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

CHARLES (CHAD) HOLLIDAY



Major Career Roles

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

Industry Knowledge

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

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

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

Other Career Highlights

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

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

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

CMi MENTORS

DR FRANZ HUMER



Major Career Roles

- Chair, Roche Holding AG
- Chair, Diageo
- Chair, Neogene Therapeutics
- Chair, HMNC Holding Brain Health GmbH
- Independent Director Allogene Therapeutics
- Member, Board of Directors, Emil Frey Holdings (largest European car dealership)

Industry Knowledge

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

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

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

Other Career Highlights

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

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

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

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

NIELS JACOBSEN



Major Career Roles

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

Industry Knowledge

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

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

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

Other Career Highlights

- Chair, LEGO Group, 2008–2017
- Independent Vice Chair, A.P. Møller – Mærsk A/S
- Independent Board member, Novo Nordisk A/S

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

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

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

CMi MENTORS

DAVID JIMÉNEZ-BLANCO



Major Career Roles

- Chair, Madrid Stock Exchange
- Chair, Gawa Capital Partners SGEIC SA
- Chair and CEO, Merrill Lynch Capital Markets España, SA, SV
- Vice Chair, Bolsas y Mercados Españoles
- Director, SIX Group AG
- Independent Board member, Arima Real Estate SOCIMI SA

Industry Knowledge

David Jiménez-Blanco has over 15 years of international senior-leadership experience combined with a multi-industry knowledge in engineering, finance, industrials, real estate, renewable energy and retail. These roles have made him an experienced Chair and CFO of public and private companies.

David is Chair of the Madrid Stock Exchange and Gawa Capital Partners SGEIC, SA. He is also Vice Chair of Bolsas y Mercados Españoles, as well as an Independent Board member of SIX Group AG (the owner and operator of the Swiss and Spanish Stock Exchanges), Arima Real Estate SOCIMI SA, and a member of the Board of Trustees at the Pablo Horstmann Foundation. He is also a member of the Advisory Board of CUNEF Universidad, a leading university in Madrid.

David served as Chair and CEO at Merrill Lynch Capital Markets España, SA, SV, and was Head of Global Markets and Investment Banking for Spain and Portugal. Prior to Merrill Lynch, David held various positions in London and Madrid at Goldman Sachs International.

Other Career Highlights

- Chief Restructuring and Strategy Officer, Abengoa
- Independent Board member, Axiare Patrimonio SOCIMI SA
- Group CFO, World Duty Free SpA
- Managing Director, Goldman Sachs in London and Madrid

David is passionate about sustainable long-term development. In addition to being a founder of impact investment firm Gawa Capital Partners, he served as Chief Restructuring and Strategy Officer at Abengoa, a global company involved in renewable energy, water and sustainable infrastructure.

Previously, David was Group CFO of World Duty Free SpA, where he led its listing on the Milan Stock Exchange in October 2013. Prior to that, David co-founded BK Partners, an alternative investment-management firm, focused on direct investments in real estate and renewable energy in Mexico.

David's previous Board experience includes Independent Board member at Axiare Patrimonio, SOCIMI, SA and Atento Inversiones y Teleservicios (a Telefonica group company) and he was a member of the Board of Governors of the American Chamber of Commerce in Spain.

TOM JOHNSTONE CBE



Major Career Roles

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

Industry Knowledge

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

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

Other Career Highlights

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

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

CMi MENTORS

HUBERT JOLY



Major Career Roles

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

Industry Knowledge

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

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

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

Other Career Highlights

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

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

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

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

DR ILHAM KADRI



Major Career Roles

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

Industry Knowledge

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

Ilham is CEO of 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. She consistently reformed, transformed and unleashed the company's potential, delivering records financials and non-financials results in her 4-year tenure.

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

Other Career Highlights

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

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

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

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

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

CMi MENTORS

SUSAN KILSBY



Major Career Roles

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

Industry Knowledge

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

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

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

Other Career Highlights

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

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

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

EWAN KIRK



Major Career Roles

- Founder and Chief Investment Officer, Cantab Capital Partners
- Partner and Head of Quantitative Technology, Goldman Sachs
- Non-Executive Director, BAE Systems plc
- Royal Society Entrepreneur in Residence, University of Cambridge

Industry Knowledge

Ewan Kirk is a technology entrepreneur, early-stage investor, philanthropist, experienced Chair and the founder of Cantab Capital Partners. He has a wealth of professional experience within deep technology, financial services, quantitative investment management, fundamental mathematics, defence, security, clean-tech, education, private equity and venture capital.

Ewan sits on the Board of a number of UK technology start-ups and is a Non-Executive Director of BAE Systems plc. He is also Chair of DeepTech Labs, a Cambridge-based start-up accelerator that identifies, invests in and scales start-up companies which commercialise frontier scientific technology.

He has over 30 years of experience identifying and commercialising research opportunities in mathematics, technology and physics, especially across data science, machine learning (ML) and artificial intelligence (AI). He has a special expertise in establishing “horizon scanning” functions to identify key areas of emerging science that provide commercial opportunities and risks to the organisations he has led and invested in.

Other Career Highlights

- President, GAM Systematic Cantab LLP
- Chair, DeepTech Labs
- Chair, Isaac Newton Institute

Ewan founded Cantab Capital Partners in 2006, a science-led quantitative investment management firm, one of the first hedge funds to apply cutting-edge data-science research to the financial markets to develop algorithm-led strategies. The business was acquired in 2016 by GAM Investments, after which he went on to serve as President of GAM Systematic Cantab until March 2021.

Prior to Cantab, he was a partner at Goldman Sachs. During Ewan’s tenure at Goldman Sachs, he helped establish the bank’s European quant operations through the recruitment of more than 120 scientists, mathematicians and technologists, and created an exploratory scientific-research culture at the bank to appeal to the most competitive STEM talent.

Ewan is also the co-founder and Co-Chair of the Turner Kirk Trust, an evidence-led, strategic charitable foundation, which supports STEM, education and conservation causes in the UK and the developing world. The trust is one of the largest private funders of fundamental mathematics research in the UK.

CMi MENTORS

MONIQUE LEROUX CM, OQ, FCPA, FICD



Major Career Roles

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

Industry Knowledge

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

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

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

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

Other Career Highlights

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

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

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

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

Monique is a member of the Order of Canada, an Officer of the Ordre national du Québec, a Chevalier of the Légion d'honneur (France) and a recipient of the Woodrow Wilson Award (United States). She has been awarded Fellowship by the Ordre des comptables professionnels agréés du Québec and the Institute of Corporate Directors, and holds honorary doctorates and awards from 10 Canadian universities in recognition of her contribution to the business sector and to the community. She is also a Director Emeritus and was a member of the Executive Committee of the Rideau Hall Foundation. She has also published 3 books.

[Our prestigious leaders have expertise in almost all business sectors and situations](#)

RONNIE LETEN



Major Career Roles

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

Industry Knowledge

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

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

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

Other Career Highlights

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

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

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

CMi MENTORS

TORSTEN LEUE



Major Career Roles

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

Other Career Highlights

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

Industry Knowledge

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

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

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

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

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

PETER LIVANOS



Major Career Roles

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

Industry Knowledge

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

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

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

Other Career Highlights

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

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

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

CMi MENTORS

PETER LÖSCHER



Major Career Roles

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

Industry Knowledge

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

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

Previously Peter was the President and CEO of Siemens, CEO of Renova Management AG, President of Global Human Health and a member of the Executive Board of Merck & Co. Inc., CEO of GE

Other Career Highlights

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

Healthcare Bio-Sciences and member of GE's Corporate Executive Council, and COO and member of the Board of Amersham plc. He has also held senior-leadership positions in Aventis and Hoechst and was previously Chair of the Board of Sulzer AG, Switzerland.

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

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

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

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HELGE LUND



Major Career Roles

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

Industry Knowledge

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

Helge is Chair of BP plc, Chair of Novo Nordisk A/S, 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.

Other Career Highlights

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

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

CMi MENTORS

BIRGER MAGNUS



Major Career Roles

- Deputy CEO, Schibsted ASA
- Managing Partner, McKinsey & Co., Norway
- Chair, Norwegian Broadcasting Corp
- Chair, Storebrand ASA
- Chair, Oda, Xeneta, WG2 and other start/scale-ups

Industry Knowledge

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

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

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

Other Career Highlights

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

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

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

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

SIR JOHN MANZONI



Major Career Roles

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

Industry Knowledge

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

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

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

Other Career Highlights

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

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

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

CMi MENTORS

GÉRARD MESTRALLET



Major Career Roles

- CEO, Société Générale de Belgique Suez and Engie for 29 years
- Honorary Chair and CEO, Engie SA
- Chair/CEO, Suez SA
- Executive Chair, Afalula
- Independent Board member, AXA SA
- Director, Compagnie de Saint-Gobain SA

Industry Knowledge

Gérard Mestrallet has 30 years of knowledge and expertise working as CEO and Chair for CAC 40, EURO STOXX 50 and SBF 120 companies combined with a multi-industry knowledge of the utility sector, finance, industrials, insurance, government, manufacturing and construction. He also has significant experience in the transformation and development of large groups in the energy and environment sectors.

Gérard is Honorary Chair of Engie SA, CEO, Chair then Honorary Chair of Suez SA, and Executive Chair of Afalula. For 29 years, he was CEO of Société Générale de Belgique Suez and Engie. Until May 2023 he was Independent Director of Société Générale. Gérard has significant experience in the transformation and development of large groups in the Energy and Environment sectors.

Other Career Highlights

- Representative Director, Saudi Electricity Co.
- Independent Board member, Siemens AG
- Non-Executive Director, International Power plc
- First Vice Chair, Aguas de Barcelona
- Board member/Director, Tattinger
- Independent Director, Credit Agricole SA
- Chair, Tractebel
- Council member, JP Morgan Chase & Co.
- Chair, Paris Europlace

Gérard has held various positions at the Treasury Department and as a staff member for the Minister of Economy and Finance (J. Delors).

Gérard joined Compagnie Financière de Suez in 1984. In 1991 he was named Chair of the Management Committee of Société Générale de Belgique. In 1995, Gérard became Chair and Chief Executive Officer of Compagnie de Suez. He was appointed Chair and Chief Executive Officer of GDF Suez (now Engie) when Suez merged with Gaz de France in 2008.

Gérard is Chair of the Chongqing Mayor's International Economic Advisory Council. He was recently appointed by the President of France as Executive Chair of the French Agency for the cultural, heritage and tourism development of AlUla (Kingdom of Saudi Arabia) in co-operation with the Kingdom. He is also senior adviser for CVC Capital Partners.

HARALD NORVIK



Major Career Roles

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

Industry Knowledge

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

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

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

Other Career Highlights

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

Harald has been Chief Financial Officer of the Aker Group and Chief Executive Officer of Astrup Hoyer, and for 12 years was President and the Chief Executive Officer of Statoil Group A/S (now Equinor).

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

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

CMi MENTORS

GAVIN PATTERSON



Major Career Roles

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

Industry Knowledge

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

Gavin is Chair of AIM-listed Elixirr International plc and HRH King Charles III's charity Business in the Community. He is a Board member of the TPG/APAX-backed Fractal Analytics Inc and HIG Capital-backed Mobileum Inc. He is also Independent Director at Wix.com Ltd.

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

Other Career Highlights

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

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

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

SIR JOHN PEACE



Major Career Roles

- Chair, Burberry Group plc
- Chair, Standard Chartered plc
- Chair, Experian plc
- Co-Founder and Group CEO, Experian Finance plc

Industry Knowledge

Sir John Peace is the former Chair, CEO and Co-Founder of Experian plc and during his career has worked within luxury retail, financial services, technology and government sectors.

Sir John is Chair of the Midlands Engine Partnership and Midlands Connect, government-backed initiatives aimed at driving economic growth throughout the Midlands region in England. He is also Chair of data-analytics company Octo Telematics Ltd, Chancellor of Nottingham Trent University, Commission Chair of the Local Government Association and Lord-Lieutenant for Nottinghamshire County Council.

Other Career Highlights

- Group CEO, GUS plc
- Lord-Lieutenant, Nottinghamshire County Council

Sir John was knighted in 2011 for services to the business and voluntary sector and became Lord-Lieutenant of Nottinghamshire in July 2012.

CMi MENTORS

LORD STUART PEACH



Major Career Roles

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

Industry Knowledge

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

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

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

Other Career Highlights

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

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

ROBERTO QUARTA



Major Career Roles

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

Industry Knowledge

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

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

Other Career Highlights

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

He was previously Chair of Smith & Nephew plc, a FTSE 100 listed global medical devices company. He was also Chief Executive and then Chair of BB Aviation plc, and Chair of Rexel SA and IMI plc. Roberto has an in-depth understanding of differing global governance requirements, having served as a Director and Chair of several UK and international companies.

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

CMi MENTORS

SIR MICHAEL (MIKE) RAKE, FCA, FCGI



Major Career Roles

- Chair, KPMG LLP, and Senior Partner, KPMG UK and International
- Chair, BT Group plc
- Chair, Easyjet plc
- Deputy Chair, Barclays Bank plc
- Chair, UK International Chamber of Commerce
- Lead Director, Worldpay Inc. (now FIS)

Industry Knowledge

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

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

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

Other Career Highlights

- Director, UK Financial Reporting Council (FRC)
- Chair, International Chamber of Commerce
- President, CBI
- Director, S&P Global Inc.
- Chair, Business in the Community (BITC)
- Chair, Blueprint for Better Business
- Chair, UK Commission for Employment & Skills
- Director, Prince's Charitable Foundation
- Chair, Governors and Vice President of Wellington College
- Member, UK Office of Prime Minister David Cameron's Business Advisory Group
- Member, Prime Minister Gordon Brown's National Security Forum
- Non-Executive Director, Frontier IP Group plc
- Chair, Majid Al Futtaim Holdings LLC

Skills and the first ever Chair of the Private Equity Oversight Group Guidelines Monitoring Committee.

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

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

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

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DOMINIQUE REINICHE



Major Career Roles

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

Industry Knowledge

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

Dominique is Chair of Chr. Hansen Holding A/S, a global bioscience company that develops natural solutions for the food, nutritional, animal farming and agricultural industries, where she serves as Chair of the NomCo and RemCo, and as a member of the Audit Committee.

Previously, she was Chair of the Board of Eurostar EIL and a member of the Nomination, the Remuneration, and the Audit Committees. In her executive career, she held CEO positions within Coca-Cola Enterprises and the Coca-Cola Company.

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

Other Career Highlights

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

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

Dominique is also experienced in chairing major industry associations European Union level (UNESDA, Food & Drink Europe) and she has been and continues to be a respected advocate of diversity, especially gender, coaching and advising female talents as part of her passion for ESG matters.

CMi MENTORS

PAULA ROSPUT REYNOLDS



Major Career Roles

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

Industry Knowledge

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

Paula is Chair of National Grid plc, Senior Independent Non-Executive Director of BP plc, and an Independent Director of General Electric Co.

She is the former Chair, President and Chief Executive Officer 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).

Before joining Safeco, Paula was an Executive in the energy industry. She served as Chair, President and

Other Career Highlights

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

Chief Executive Officer of AGL Resources, a Fortune 1000 Atlanta-based energy-services holding company that has subsequently been acquired by Southern Co.

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

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

KASPER RØRSTED



Major Career Roles

- Chief Executive Officer, Adidas AG
- Chief Executive Officer and Chair, Henkel AG & KGaA, Düsseldorf
- Board member, Siemens AG
- Board member, A.P. Møller – Mærsk A/S

Industry Knowledge

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

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

Other Career Highlights

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

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

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

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

CMi MENTORS

ELDAR SÆTRE



Major Career Roles

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

Industry Knowledge

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

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

Other Career Highlights

- Chair, Strømberg Gruppen A/S
- Chair of Advisory Board, Vard Group A/S
- Adviser, Nysnø Climate Investments

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

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

PAOLO SCARONI



Major Career Roles

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

Industry Knowledge

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

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

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

Other Career Highlights

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

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

CMi MENTORS

FEIKE SIJBESMA



Major Career Roles

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

Industry Knowledge

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

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

Feike served on the Managing Board of Royal DSM, including 13 years as CEO. Under his leadership, DSM successfully transformed from a bulk-chemical

Other Career Highlights

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

company into a leading global innovative science-based company focused on nutrition, health and sustainable living. He has proven at DSM that sustainability is not only a key responsibility but also a core value and a main business driver. He is a main advocate for inclusion and diversity.

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

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

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



Major Career Roles

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

Industry Knowledge

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

Jack assumed the Chairmanship of the Airport Authority Hong Kong in June 2015.

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

Other Career Highlights

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

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

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

CMi MENTORS

SANNA SUVANTO-HARSAAE



Major Career Roles

- Chair, BoConcept A/S
- Chair, TCM Group A/S
- Chair, Posti Group Oyj
- Chair, Orthex Oyj
- Chair of Finnair OYJ
- Independent Board member, Elopak ASA and Broman Group Oy

Industry Knowledge

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

Sanna is Chair of BoConcept A/S, TCM Group A/S, Posti Group Oyj and Orthex Oyj. She is a Board member at Elopak ASA, the Broman Group and Finnair Oyj.

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

She is a Finnish businessperson who has been at the helm of 22 different companies. As Chair in sectors such as airlines, household products,

Other Career Highlights

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

pharmaceuticals, private equity and beverages, she has been leading strategy in established companies.

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

Previously Sanna served on the Boards at Symrise AG, Scandinavian Airlines SAS, Paulig Oy, Clas Ohlson AB, Footway Group AB and Babysam A/S.

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

VAGN SØRENSEN



Major Career Roles

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

Other Career Highlights

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

Industry Knowledge

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

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

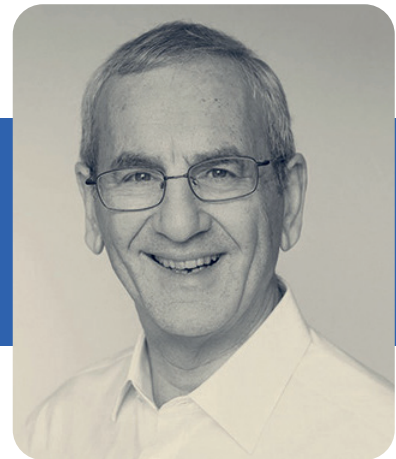
Vagn is also a Senior Industrial Adviser to EQT AB and Heart Aerospace and an Independent Director of Royal Caribbean Cruises Ltd. He is a Board member of Braganza AS and Dyvig Holdings A/S and Chair of Big Bus Tours. He is also a Director of the Rock & Soul Forever Foundation (not for profit).

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

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

CMi MENTORS

DAVID TYLER



Major Career Roles

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

Industry Knowledge

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

David is Chair of PZ Cussons plc, Domestic & General Group Ltd, JoJo Maman Bebe Ltd and Imagr Ltd. He also chairs the Parker Review on ethnic diversity in UK businesses.

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

Other Career Highlights

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

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

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

JEAN-FRANÇOIS VAN BOXMEER



Major Career Roles

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

Industry Knowledge

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

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

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

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

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

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

CMi MENTORS

PHILIPPE VARIN CBE



Major Career Roles

- Chair, Suez
- Chair, France Industrie
- Vice Chair, Le Conseil national de l'industrie
- First Vice President, International Chamber of Commerce
- Chair, Peugeot SA

Industry Knowledge

Philippe Varin is an experienced Chair of CAC 40, SBF 120 and private-sector companies. His experience comes from 21 years of international senior leadership which has given him multi-industry knowledge in automotive, finance, metals, raw materials and the circular economy.

Professional experience from positions in the metal and raw-materials industry at, among others, Pechiney SA and Corus. At Pechiney SA Philippe held various positions within the group including Financial Control, Strategy and Head of the Aluminium Dunkerque project. He was appointed Director of the Rhenalu Division in 1995, then Managing Director of the Aluminium Sector and member of the group's Executive Committee in 1999.

In 2003 Philippe joined the Anglo-Dutch steel group Corus as Chief Executive Officer, and in 2007 he was also appointed to the Board of Tata Steel Ltd.

Other Career Highlights

- Independent Director, Compagnie de Saint-Gobain SA
- CEO, Corus Group plc
- Chair, Orano SA
- Chair, Areva SA
- Director, Faurecia SA

Philippe was appointed Chair of the Management Board at Peugeot in June 2009 and left the group in 2014. He then joined the Areva Group as Chair in 2015 and the spin-off Orano in 2017.

During his career Philippe has also been President of the European Automobile Manufacturers Association, Independent Non-Executive Director at BG Group Ltd and President of the European Confederation of Iron & Steel Industries.

Philippe is First Vice President of the Board of the International Chamber of Commerce and a Board member of Saint Joseph Paris Hospital. Previously he was Chair of Suez, the world's leading environmental company dedicated to water and waste management, Chair of France Industrie, Vice Chair of the Conseil National de l'Industrie, CEO at Corus and Chair at Peugeot SA. He has chaired, each year since 2015, the World Materials Forum in Nancy, France.

PETER VOSER



Major Career Roles

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

Industry Knowledge

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

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

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

Other Career Highlights

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

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

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

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

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

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

CMi MENTORS

JASMINE WHITBREAD



Major Career Roles

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

Industry Knowledge

Jasmine Whitbread is a senior leader with 20 years of experience in sustainability and ESG, both working with the leaders of large listed businesses to navigate this increasingly critical set of issues, and in leading international NGOs, providing a uniquely valuable perspective.

Jasmine is Chair of Travis Perkins plc, a Non-Executive Director and Chair of the Governance and Sustainability Committee of Compagnie Financière Richemont SA, a Non-Executive Director and Compensation Committee Chair of WPP plc. Previously Jasmine was a Non-Executive Director and Culture and Sustainability Committee Chair of Standard Chartered plc.

Other Career Highlights

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

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

DR HANS WIJERS



Major Career Roles

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

Industry Knowledge

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

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

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

Other Career Highlights

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

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

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

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

CMi ADVISORY TEAM

The Advisory Team are all very experienced CMi Mentors. The team 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 Chief Executive Officer 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.



Sir Jeremy Darroch

Sir Jeremy is a Senior Independent Non-Executive Director of Reckitt Benckiser Group plc, 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.



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.

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



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.



Helge Lund

Helge is Chair of BP plc, Chair of Novo Nordisk A/S, 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 Chief Executive roles at BG Group, Equinor and Aker Kværner, Helge held executive positions in Aker RGI ASA, an industrial holding company, and Nycomed Pharma A/S, an industrial group with business activities in pharmaceuticals and energy.



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 Chief Executive Officer 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).



“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, Chair, BT Group plc

CMi PARTNERS

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

They are all well connected at senior levels in major international companies in their respective territories, operating at Board level with our client firms.



Elin Hurvenes

Senior Partner

Elin Hurvenes is our Partner covering clients globally, with a particular focus on the Nordic.

A consultant with CMi since 2012, Elin looks after CMi clients across the globe and has managed multiple CEO succession engagements in different geographies including the UK, Germany, Italy and the US.

Elin worked for 15 years in consulting before starting her own company as Founder and CEO of the Professional Boards Forum, which brings together leading Chairs and women Non-Executive candidates in 5 different European countries. She is a speaker at international conferences and corporate events and is frequently consulted by the media as an authority on Board diversity. Her pro-bono activities include the International Advisory Board for WIN and Partnership for Change. Elin holds an MBA from London Business School and a BA from Oxford Brookes University.

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Marga Hoek

Marga Hoek is responsible for the Benelux and a number of our French clients. 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 3-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 2 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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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



Dr Bjørn Johansson

Dr Bjørn Johansson is our Partner 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. 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. He is recognised as one of the world's leading advisers on strategic-leadership appointments. Bjørn joined CMi in 2015. He obtained his Masters and Ph.D. degrees from the University of St Gallen, Switzerland, which included 2 years of postgraduate studies in the US.

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Michele Luzi

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

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

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

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

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Sara Parker

Sara Parker is our Partner covering the UK market.

Sara has spent 15 years working at the top level of business in the UK with extensive links to the City of London and internationally. She spent 10 years at the Confederation of British Industry (CBI), where as London Director she was appointed to represent the views of the London business community on the Business Advisory Board of the Mayor of London (then Boris Johnson).

During her time at the CBI Sara also held a number of roles, including leading the CBI's business engagement and running its offices across the UK, and as the founder and head of the CBI's Creative Industries group. She regularly appeared as an invited speaker and in the UK media. Sara is passionate about business leadership and its influence on the success and societal impact of companies. She has been the UK partner at CMi since 2016 and is also the Lead UK Adviser to BoardClic, an international digital platform providing companies with transparent and data-driven insights on Board performance.

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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MW&L

CAPITAL PARTNERS LIMITED

MW&L Capital Partners is a private-investment vehicle set up in 2018 by Julian Metherell, Matthew Westerman and Peter Livanos to focus on investments in small to medium-sized companies. Unlike more traditional fund structures, the capital is permanent and the investment time horizon is long term and flexible in structure, with the ability to support management and drive growth where the opportunity arises. MW&L contributes to the growth of its portfolio companies through strategic guidance, management expertise and an extensive international network.

MW&L Capital Partners
(MW&L) acquired
CMi in 2019



Matthew Westerman
CMi Chair

Matthew Westerman is the Chair of CMi and a Director of MW&L Capital Partners, a private-investment vehicle with investments in a number of businesses. Prior to the establishment of MW&L Capital Partners, Matthew was a banker throughout his career, most recently at HSBC where he was Co-Head of Global Banking, and at Goldman Sachs where he led its investment-banking business in Australasia excluding Japan, and in Europe, the Middle East and Africa.

Matthew is a Trustee and Chair of the Imperial War Museum and was recently appointed by the Prime Minister as a Board member of the UK Holocaust Memorial Foundation. He is a Foundation Fellow of Balliol College, University of Oxford. He is also a Non-Executive Director and a member of the Audit & Risk Committee of Schroders plc and the Global Advisory Board of Kekst CNC, the strategic consultancy business of Publicis Group.



CMi Merryck are working in Australia and New Zealand to provide access to world-class international mentoring support for the most Senior Executives and Directors

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CMi's Mentors who serve or have served as Chairs on current listed and private Board roles

CMi Merryck are a firm of experienced CEOs, Chairs, Directors and senior business leaders who help CEOs, senior leaders and senior executive teams to accelerate the impact of their leadership on business performance.



Global Leaders in Mentoring



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