



WHAT THE CHAIR WANTS FROM HIS/HER BOARD

MODERATOR



Gillian Karran-Cumberlege

Gillian is a co-founder of Fidelio Partners, a Board Development and Executive Search consultancy. Fidelio is based in London and works internationally with a strong focus on Germany. Gillian heads Fidelio's Board Practice and supports Chairmen and CEOs in building effective Boards and Executive leadership teams. This is underpinned by Gillian's pre-eminent track record of shareholder and stakeholder engagement on a global basis.

Since March 2015 Gillian has also been an Independent Non-Executive Director of Jaguar Land Rover India.

With the 30% Club Gillian actively promotes greater Board effectiveness through increased diversity and Fidelio is a signatory to the Voluntary Code of Conduct for Executive Search firms. Gillian is also a member of the German- British Chamber of Industry & Commerce and a fluent German speaker.

Prior to founding Fidelio Gillian was a partner with Brunswick and held senior executive roles within some of Europe's leading corporates; this included the role of Global Head of Investor Relations for Volkswagen AG (2000 – 20007) sitting on the Group Governance and Marketing Committees – the most senior female executive globally. Previously Gillian had enjoyed a highly successful career in banking for example heading Group Investor Relations for UBS (1998- 2000). She started her career in Banking Supervision with the Bank of England.

Gillian has an MA in History from Trinity Hall, Cambridge, and attended the Harvard General Management Programme.

PANELLISTS



Bronwyn Curtis

Bronwyn Curtis OBE is an economist whose career spans both the financial markets and the media. Most recently Bronwyn was Head of Global Research at HSBC and is now Chairman of the JP Morgan Asian Investment Trust PLC and a Non-Executive Director at the UK Office of Budget Responsibility, Pershing Square Holdings, the Scottish American Investment Co PLC and Mercator Media Ltd. Her other executive roles included Head of European Broadcasting at Bloomberg LP, Chief Economist of Nomura International, and Global Head of Foreign Exchange and Fixed Income Strategy at Deutsche Bank. She has also worked as a consultant for the World Bank and UNCTAD. Her other current appointments include being a member of the Advisory Board at Imperial College Business School and The Times shadow MPC. Bronwyn was awarded an OBE in 2008 for her services to business economics.

2006-2009 President and CEO of General Motors Europe, Group Vice President of General Motors and Member of GM's Global Automotive Strategy Board 2010 Tata Motors Ltd (including JaguarLandRover), Group CEO until 2011, Member of the Board until 2012. Since 2013 Member of the Board of Geely Automobile Holdings Ltd., Hong Kong as well as Chairman of The London Electric Vehicle Company (formerly The London Taxi Company) Chairman of Chemring Plc; member of the board of IMI Plc., The Mobility House AG, Cosworth Ltd., Gordon Murray Design Ltd., ClearMotion Ltd.



Mike Clasper

Mike Clasper is currently Chairman of Coats Group PLC (a global manufacturing company) and Chairman of BIOS, a small yet global consultancy company.

His executive career spans Procter & Gamble, BAA PLC and Terra Firma. A 23 year career with Procter and Gamble culminated in his final role as President of Global Homecare. In 2001, he joined BAA PLC and became CEO in 2003. During his time at BAA PLC, the Heathrow Terminal 5 design was finalised and most of the construction was completed. In 2006, the company was bought by a Spanish led consortium after a fiercely contested takeover battle and Mike left. He joined Terra Firma and was there for a year.

His non-executive experience covers a variety of sectors. He was on the board of ITV PLC (leading UK TV broadcaster and producer) for 8 years up to the end of 2013, including spells as Chair of Audit and Senior Independent Director. He was the Senior Independent Director and chair of Corporate Responsibility Committee at Serco PLC (global government outsourcing business) from March 2014 to end 2018. He was also non-executive Chairman of HM Revenue & Customs (UK tax authority) for four years, ending in January 2013. He was Chairman of the commercial arm of Which? (a subscription online and offline publishing business) from July 2008 until May 2017. He was President of the Chartered Management Institute (CMI) and chair of their Board of Trustees from 2015 to 2017.

He is a governor of the RSC and a trustee of the Heart Cells Foundation.



Sir Peter Gershon

Sir Peter Gershon is currently Chairman of National Grid, the Aircraft Carrier Alliance and the Dreadnought Alliance. He is also Chairman of Join Dementia Research, a Trustee of The Sutton Trust and Education Endowment Foundation and sits on the Board of The Investor Forum.

Educated at Reigate Grammar School and Churchill College, Cambridge, Sir Peter is a British businessman and former civil servant. He was Chairman of Tate & Lyle from 2009 until 2017. He has held senior executive positions in the UK computer, telecommunications and defence industries, as well as being the first Chief Executive of the Office of Government Commerce. In 2004/ 2005, Sir Peter, at the request of the Prime Minister and Chancellor, led a major review of efficiency in the UK public sector which recommended significant savings.

Sir Peter was awarded the CBE in 2000 for services to the defence industry and was knighted in 2004 for his work on public procurement. In 2016 he won the FTSE100 Non-Executive Director of the year award.

He is married with three children and six grandchildren.



Jamie Pike

Jamie joined Burmah Castrol in 1991 and rose to become Chief Executive of Burmah Castrol Chemicals before leading the buy-out of Foseco in 2001 and its subsequent flotation in 2005. He was Chief Executive of Foseco plc until it was acquired by Cookson Group plc in April 2001. He is currently non-executive Chairman of Spirax-Sarco Engineering plc and a non-executive director of Cobham plc. Jamie was formerly non-executive Chairman of both Tyman plc and Ibstock plc and a non-executive director of RMC Group plc, Kelda Group plcs and the Defence Support Group. He was also Chairman of a US plastics recycling business, MBA Polymers Inc and Lafarge Tarmac Holdings Limited.



Stephan DuCharme

Stephan DuCharme serves as Managing Partner of L1 Retail, part of the LetterOne Group, an international investment company with \$25 billion of assets under management. L1 Retail was established to make long term investments in international companies that are well-positioned for long term growth. A key focus is to create sustainable competitive differentiation by taking advantage of sector disruption driven by technology and digital innovation. To date, L1 Retail has made two investments: the acquisition of Holland & Barrett, the leading European Health & Wellness retailer and the acquisition and rescue finance of DIA, the second largest food retailer in Spain and operations in Brazil and Argentina. Since 2015, Stephan has been the non-executive Chairman of X5 Retail Group, the largest food retailer in Russia with 2018 revenues of approx. \$25 billion revenues and over 15,000 company-operated stores. Between 2012-2015, he served as Chief Executive Officer of X5 Retail Group. In May 2019, Stephan was appointed non-executive Chairman of DIA. He graduated with distinction from the University of California at Berkeley and received his MBA from INSEAD.



Carl-Peter Forster

Degrees in Economics and Aeronautical Engineering

1982-1986: Management Consultant, later Engagement Manager at McKinsey & Company

1986 BMW AG, various positions, the last one as Vice President responsible for the development of the Medium Class BMW model line

1996 Managing Director BMW South Africa (Pty) Ltd.

1999-2000 Member of the Board BMW AG, responsible for worldwide manufacturing

2001 Adam Opel AG, Managing Director and Vice President of General Motors Europe

2004 President and COO of General Motors Europe