

Annual Conference

ecoDa

29 April, 2014
Thon Hotel EU, Brussels



**THE BOARD SELECTION PROCESS:
Assembling the Right Pieces
for a Dynamic, Effective
and Balanced Board**

29 April 2014 – 14.30-18.30 (Brussels – Thon Hotel)

Speakers' Biographies



BALLEGAARD SØRENSEN, Torben

President and CEO of Bang & Olufsen A/S (plc)
Board Member Electrolux, Pandora and Egmont Publishing

Torben Ballegaard Sørensen has been President and CEO of Bang & Olufsen A/S (plc) and before that executive vice president at LEGO A/S. Earlier, he was Managing Director for the IT company, CCI-Europe, which became the leading provider of large newspaper and magazine publishing systems globally. Torben Ballegaard is and has been non-exec member (chairman, deputy, and ordinary) of a number of international corporations headquartered in Finland, Sweden, Denmark, and the United Kingdom. These companies are of varying size (from small ventures to \$ 20 billion in turn over) and covering a range of industries (from fast moving consumer goods, durable goods, luxury and fashion, to architecture, software engineering, and consulting services). He has acted under a multitude of ownerships (family, private-equity, public, and foundation). The author holds an adjunct professorship at Aarhus University, Denmark, Institute of Organization and Management, from where he originally made his master in business administration, later was supplemented with an executive program at Stanford. Torben Ballegaard published in 2013 the book: "The Value Adding Board – its Focus and Work" discussing board effectiveness beyond formal compliance (Published on Amazon.com, link: http://www.amazon.com/Value-Adding-Board-Cooperation-performance/dp/8799576139/ref=sr_1_3?s=books&ie=UTF8&qid=1380198893&sr=1-3&keywords=the+value+adding+board)



BARKER, Roger

Director of Corporate Governance and Professional Standards, IoD

Dr. Roger Barker is Director of Corporate Governance and Professional Standards at the Institute of Directors (UK). He is Senior Advisor to the Board of ecoDa (European Confederation of Directors' Associations)

and Chairman of the ecoDa education committee. He is a board member of European Women on Boards asbl (EWoB). He sits on several corporate governance advisory boards, including those of the Institute of Chartered Accountants in England and Wales (ICAEW) and ISS European Governance Exchange.

Dr. Barker is a visiting lecturer at the Said Business School (University of Oxford), ESSEC (Paris), UCL (London), Birkbeck (London) and the Ministry of Defence (UK). Dr. Barker's book - *Corporate Governance, Competition, and Political Parties: Explaining Corporate Governance Change in Europe* – was published by Oxford University Press in 2010. He is also the author of the IoD's main guide to the role of the board, *The Effective Board: Building Individual and Board Success* (Kogan Page, 2010).

During the first part of his career, Dr. Barker worked as an investment banker, in London and Zürich, with UBS and Bank Vontobel. He is the holder of a doctorate on corporate governance from Oxford University, where he was a Lecturer at Merton College, and also has undergraduate and postgraduate degrees in economics, finance and political science from the universities of Cambridge, Southampton and Cardiff.



CHÈVREMONT, Marie-Jeanne

Chair of the Luxembourg Institute of Directors (ILA)

Former Managing Partner of PWC Luxembourg, Mrs Marie-Jeanne Chèvremont-Lorenzini has dedicated a significant part of her career to the success and growth of this major audit and advisory firm. Since 2007 she acts as adviser to CEO's and is independent director on the board of several companies.

Mrs Marie-Jeanne Chèvremont-Lorenzini fulfills the mandates of Chairman of the Board of Directors of Kneip. She is a director of Pictiet&cie (Europe), Threadneedle Asset Management, the Luxembourg Schroders investment funds and of Hellef Dohem.

Through positions in the field of human resources held at European and global level, Mrs Marie-Jeanne Chèvremont-Lorenzini has also supported several initiatives in favour of women's participation in key positions. She is today Chairman of Woman in Business ASBL and Honorary President of "Little +/Toutes à l'école".

EVERETT, Mike



Head of Risk and Compliance, Standard Life Investments

Mike moved to his role as Governance and Stewardship Director in October 2012. In this role he works as part of the Governance and Stewardship team but will also have specific responsibility for addressing the implications of changes to public policy for Standard Life Investments and its clients. Prior to October 2012, Mike was Standard Life Investments' Head of Risk and Compliance, based in Edinburgh but responsible for the delivery of the function across the Company's Global operations in North

America, Europe and the Far East. As Head of Risk and Compliance he was responsible for the design and operation of the Company's risk management framework and for the assessment and implementation of regulatory changes that may impact the Company. This includes the delivery of consultancy advice on all risk and regulatory matters, the operation of process assurance frameworks, risk reporting and financial crime prevention. Mike has 26 years experience in financial services of which 15 years have been in risk and compliance with previous roles in retail fund operations. The implications and implementation of regulatory change has become a significant focus for senior management within financial services and requires consultancy support from an experienced team of Risk and Compliance professionals.



FORSGÅRDH, Lars-Erik

Chairman, Swedish Academy of Board Directors

Lars-Erik Forsgårdh (LEF) is a member of the board of ecoDa since 2012 and chairman of the Swedish Academy of Board Directors since 2008. The Academy has 5.700 members and is the leading actor in board education in Sweden. Since 2007 LEF is also the chairman of The Swedish Society for Share Promotion, an organization that annually informs 20.000 students how to handle their private economy.

Lars-Erik Forsgårdh has a doctor's degree in Business Administration, Finance and Accounting from The Stockholm School of Economics, where he worked as a teacher and researcher between 1969 and 1979. In 1979 LEF and his four sisters and brothers inherited the family's business, Hotel Skogshöjd, a 230 room property situated in the city of Södertälje. LEF was CEO between 1979 and 1984 and chairman between 1979 and 2007 when the family's business was sold together with another hotel acquired in 1994.

In 1984 Lars-Erik Forsgårdh was appointed CEO of The Swedish Shareholders' Association. He is the cofounder of Euroshareholders and in 1993 the Association presented the first corporate governance code in Sweden. LEF retired in 2006. With more than 100.000 individual members the Association became a very influential player in the Swedish stock market.

Lars-Erik Forsgårdh was a member of The Swedish Corporate Governance Board from the introduction of the Swedish Code in 2005 until 2012. LEF has an extensive experience of chairing boards of different types of companies and organizations as well as being a member of boards in both listed and non-listed companies.



GUEZ, Jean-Claude

Advisory Consultant to Senior Management
Former NED for 12 Years on UK PLCs Boards

M.S. from Ecole Polytechnique / Paris – 1965. Former Non-Executive Director, for some 12 years (2001 through 2012) on the Boards of several international Companies either listed in London (PLCs) or non-listed (LTDs), among which :

Exel Logistics plc (recently became “DHL Logistics”), Invensys plc (recently split in two, as now subsidiaries of “Siemens Rail” and of “Schneider Electric Automation”), Eurostar Group Ltd, Eurostar UK Ltd, Eurostar International Ltd. And, on a number of those Boards, Member of the « Nomination Committees », Chairman of the « Remuneration Committees », and of certain « Special Strategic Projects » Committees ; Member of Audit Committees.

Former NED, or Member of the “Advisory Board”, of certain innovative French Start-Ups (C13S / « C-ma-santé.com » ; KDS International ; MCC Software).

Former NED and Company-Secretary and Fund-raiser for 5 Years, of a French Charity Organization (www.1001fontaines.com) operating in Cambodia and Madagascar (– to provide locally produced extremely low cost drinkable water in the most remote and poor villages in those countries --).

From 1999 to 2007, former Advisory Board Member / Investor in a (Silicon Valley) California-based 80-Million USDs VC Fund (« Rocket Ventures ») investing in leading edge Information Technologies Start-Ups

From 1965 to 2002, Consultant then Worldwide Partner at Accenture (previously called Arthur Andersen Consulting), specialized in the NTICs, and in the Travel / Transportation / Logistics Industries.

Active Member of « IFA » in France, and of the IoD and of DirectorBank in the U.K.



HOOIJER, Jeroen J.

Head of Unit, Corporate Governance, Social Responsibility, European Commission,

Jeroen J. Hooijer has a degree in Economic and European Law from the University of Utrecht in the Netherlands and he is Master in EU Law from the College of Europe in Bruges.

He practiced as a solicitor for a large law firm in Rotterdam and Brussels, prior to joining the European Commission.

At the Commission, he has held several positions in Trade and International matters.

Currently, he is the Head of “Corporate governance and social responsibility” Unit of DG Internal Market and Services.



JOHNSEN, Marianne Elisabeth

MBA/Lawyer

The Norwegian Institute of Directors

Chair of the Nomination Committee of different listed companies

Ms. Johnsen is the founder, CEO and Chair of X-lence Group AS, a management consulting and investment company. She has several years of operational executive management experience from the health sector and the aluminum industry. She has broad experience from several restructuring projects and M&A's.

Ms. Johnsen has gained extensive board experience during the last 15 years as Non-Executive Director and Chair of corporate boards in Norwegian and international companies, listed and non-listed, mainly within the areas of aquaculture, finance, oil & gas. She also has comprehensive experience within the Humanitarian sector as previous Chair of the board of the Norwegian Refugee Council.

Ms. Johnsen graduated as a lawyer from the University of Oslo before obtaining an MBA (with honours) from Solvay Business School in Brussels.

Ms. Johnsen today works as a professional board member/Chair, investor and lawyer in Norway and international. She is also the Chair of several Nomination Committees of listed companies and the Nomination Committee of the Norwegian Institute of Directors.



JURDANT, Fianna

Senior Policy Analyst, OECD

Mrs. Jurdant advocates better corporate governance standards and practices globally. For over 15 years, she has analysed and compared corporate governance frameworks and practices around the world, in diverse countries such as Russia and China. Under the auspices of the OECD Corporate Governance Committee, since 2006 she manages the regional Asian Roundtable on Corporate Governance and bilateral programmes with China, India and Indonesia. These high level hubs advance corporate governance reforms among a network of influential decision-makers on complex subjects, such as transparency, enforcement, minority shareholder protection, as well as board nomination and election.

Mrs. Jurdant develops policy recommendations and advice to support reforms in Asia. She has produced numerous reports and articles on corporate governance and spoke in conferences around the world on the subject. She prepared the reports "Reform Priorities in Asia: Taking Corporate Governance to a Higher Level" and "Better Policies for Board Nomination and Election in Asia", endorsed on a consensus basis by 13 Asian economies. She worked with the Chinese regulator on their self-assessment of corporate governance of listed companies in China, using for the first time an international standard. In consultation with the Corporate Governance Committee, she prepared a report and recommendations on women on boards for OECD Ministers as part of the Gender Initiative. She contributes to the G20 Anti-Corruption Task Force discussions on beneficial ownership.

Prior to the OECD, Mrs. Jurdant was a trade specialist at the US Embassy in Paris. Mrs. Jurdant holds a Masters degree in international relations with a specialisation in international law and economics from Boston University. She is a recipient of the “Rising Star of Corporate Governance” award of the Millstein Center for Global Markets and Corporate Ownership at Columbia Law School.

Mrs. Jurdant is a member of the French Institute of Directors (IFA); the European Professional Women’s Network (EPWN) Think Tank Group and Mentoring Programme; observer to the International Corporate Governance Network (ICGN) Shareholder Committee on diversity. She is married and has two children. Mrs. Jurdant is a citizen of the United States and France; she was born in the former USSR. She is fluent in Russian, English and French.



MONTAGNON, Peter

Associate Director, IBE

Peter Montagnon has recently joined the Institute of Business Ethics after three years as Senior Investment Adviser at the Financial reporting Council. He has previously spent ten years as Director of Investment Affairs of the Association of British Insurers. Before that Mr Montagnon was a senior journalist on the Financial Times, including spells as Head of the Lex Column and in charge of coverage of the international capital markets.

Mr Montagnon was a member of the European Commission’s Corporate Governance Forum from 2005 to 2011. He is past Chairman of the Board of the International Corporate Governance Network and is also a visiting Professor in Corporate Governance at the Cass Business School of the City University, London. He is also a member of the Council of the Royal Institute of International Affairs.



RUMMEL, Bernd

Principle Policy Expert, European Banking Authority (EBA)

Bernd Rummel works at the European Banking Authority – formerly the Committee of European Banking Supervisors - as a principal policy expert since 2009. He is responsible for EBA’s work on corporate governance, risk management and remuneration. He is an experienced Banking Supervisor, who has been working for Deutsche Bundesbank since 1990 and for the Federal Financial Supervisory Authority of Germany (BaFin) since 2003, where he has been deputy head of the market risk and operational risk section. Bernd’s background is business economics.



SCHOFIELD, Dominic

Senior Client Partner, Korn Ferry

Dominic Schofield is a Senior Client Partner in Korn/Ferry Whitehead Mann's London office. He is a member of the Board & CEO Services Practice.

Mr. Schofield brings to the Firm a decade's worth of executive recruitment experience, having served as a consultant with another major international search firm, focusing on boardroom and industrial appointments prior to his current position.

Previously, Mr. Schofield worked for a leading British political party as a senior aide to the then party leader and was also deputy head of research.

Earlier in his career, Mr. Schofield spent five years in the board practice of a boutique search firm. Additionally, he once served as an advisor to the Home Secretary (Interior Minister) in the British Government between 1995 and 1997.

In the early 1990s, Mr. Schofield lived and worked in Russia where he was a journalist for a number of publications and media outlets. He has also lived in Kazakhstan and the Middle East.

Dominic sits on the Board of a sizeable educational charity called Dawliffe Hall Educational Foundation. He is also a member of the Advisory Board of leading thought leadership and communications firm, TLG.

Mr. Schofield earned Master of Arts degree in Russian and international relations from the University of St Andrews.

He is fluent in Russian and has a strong working knowledge of Italian, Spanish, and Arabic.



SOLVANG, Turid Elisabeth

Managing Director, The Norwegian Institute of Directors

Turid Elisabeth Solvang, is co-Founder and Managing Director of the Norwegian Institute of Directors, established in 2009. (www.styreinstitutt.no). Ms Solvang is a board member of ecoDa (www.ecoda.org), and also member of the Nomination and Evaluation

Committee, the Policy Committee, and chairing ecoDa's working group on board diversity.

Turid took her M. Sc. in Business at BI Norwegian Business School in 1989. She also holds a Master degree in Scenario planning. Turid has extensive experience in corporate communications, as well as many years experience in board rooms as Non-Executive Director in both corporate boards (mainly financial and service sector) and membership associations.



VARJAS, Tapani

General Counsel of Solidium Oy
Chairman, Policy Committee of Directors' Institute of Finland
Member of the Policy Committee, ecoDa

Tapani Varjas is general counsel of Solidium Oy, an investment company owned by the state of Finland. He is also the chairman of the Policy Committee of Directors' Institute of Finland and member of the Policy Committee of ecoDa. Previously he been involved in investment banking for 10+ years as a director and chief legal counsel.



WALOCHIK, Krista

Executive Chairman of Norman Broadbent for Spain and Latin America
Member of the global Board of the AESC (Association of Executive Search Consultants)

Krista Walochik first joined Norman Broadbent in Madrid as Managing Director and Executive Board Director in 1994. Between 2004 and 2007, she relocated to London where following a brief tenure as COO, she was appointed CEO of the firm worldwide, as well as main Board Member of the holding group. Currently, she is Executive Chairman of the company for Spain and Latin America, where she specialises in global board level searches and top executive coaching. Walochik's earlier career includes executive positions in higher education, as well as a successful career in KPMG where she led the Search and Selection Practice in Spain.

Walochik has been active on boards for almost 20 years, both in executive and non-executive directorships. In addition to her roles in Norman Broadbent, she currently serves on the Spanish advisory board of Sage plc., and on the global Board of the AESC (Association of Executive Search Consultants), as Vice President of the European Counsel and Treasurer and member of the Executive Commission of the Global Board of Directors.

Krista holds a B.A. cum laude from George Washington University and an M.A. with honours from Middlebury College, both in Spanish Literature and Language, as well as a Masters in Administration from the University of Maryland, with a special focus on Organizational Development. She is certified in Corporate Government by the Instituto de Consejeros y Administradores, of which she is a member since 2007. She is also a founding member and an accredited Master Coach of the Spanish Association of Coaching (AECOP). A frequent speaker in international forums on Leadership, Walochik actively participates in professional women's initiatives and is a member of the prestigious International Women's Forum (IWF).



ZURSTRASSEN, Patrick

Chairman of ecoDa

Belgian citizen and Luxembourg resident, Patrick Zurstrassen has worked more than 25 years for “Credit Agricole Indosuez” Group in Belgium, France and Luxembourg. He currently acts as an independent director on the boards and board committees of several companies, listed or non-listed, mainly in the financial sector. His funds mandates belong to groups such as La Baloise, Barclays, Goldman Sachs, Le

Foyer, Jupiter, Lombard Odier, Natixis, Pioneer [UniCredit group] and European Credit Management [Wells Fargo group].

He participates to the works of several fund management and investment professional bodies, including ALFI, the Association of Luxembourg Fund Industry and FEFSI-EFAMA, the European Fund and Asset Management Association that he both chaired. He has been founding chairman of ILA, the Institute of Luxembourg Directors. He is Chairman of the board of directors of ecoDa, the European Confederation of Directors’ Associations in Brussels. He sits on several advisory committees of the “Commission de Surveillance du Secteur Financier” in Luxembourg. He is a member of the Private Sector Advisory Group of the Global Corporate Governance Forum.

He is an affiliated member of the CFA Institute as well as a member of the Institut Français des Administrateurs, the International Corporate Governance Network, the European Corporate Governance Institute and the National Association of Corporate Directors [USA].

Graduated as civil engineer [U. Liège, Belgium], MSc [U.Leeds, UK] and MBA [UCLA, USA], Patrick Zurstrassen has lectured finance at the Université Catholique de Louvain in Belgium for 25 years.

He is certified director of ILA from the INSEAD International Directors Program.